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World Business Newspaper

MONDAY JANUARY 23 1995

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Reuters and Fox to co-operate in TV news network

Reuters, the international news and information company, and Fox Broadcasting, Rupert Murdoch's US television network, are to co-operate in TV news gathering and dissemination. They plan to create a television news operation designed to service Fox owned-and-operated stations, Fox affiliates and other participating stations. Financial terms of the deal were not disclosed. Page 17

Mexico plans new crisis measures: Mexican finance minister Guillermo Ortiz is today expected to unveil further measures to deal with the country's financial crisis, including deep cuts in government spending. Page 3

Bonn snubs Russian minister: German defence minister Volker Rittig told his Russian counterpart, General Pavel Grachev, that he is not welcome in Germany following his outspoken attacks on advocates of peace in Chechnya. Page 2

German unions offer to trade pay for jobs: German trade union leaders said they were willing to consider shorter working weeks with reduced pay for their members if it helped to create more jobs. Page 2

1995 'pivotal for Chinese reforms': This year is pivotal for China's economic reform, with the country facing big challenges in curbing inflation, salvaging state-owned enterprises and maintaining agricultural production, the country's State Statistical Bureau says. Page 5; **Factions manoeuvre in China as Deng era fades.** Page 14

US and China close to pact on piracy: The US and China are nearing agreement on steps to curb piracy of American products. A pact would forestall threatened US sanctions against \$1bn of Chinese exports. Page 4

Earthquake hits Russian islands: An earthquake measuring between 5 and 7 on the Richter scale shook the sparsely populated Kuril Islands off eastern Russia, about 1,200km from Kobe. There were no casualties. In Colombia a quake with a preliminary magnitude of 5.7 struck near Bogotá. Rains worsen quake-hit Kobe's plight. Page 5; **Editorial Comment.** Page 13

Move to pull UK out of fisheries policy: A campaign to pull the UK out of the European Union's Common Fisheries Policy won backing from fishermen's leaders in England, Wales and Northern Ireland. Page 2

Benetton chief resigns: Aldo Palermi resigned as managing director of Italian clothing group Benetton after more than 10 years at the helm of the family-controlled company. Page 17

Britain pressed to curb all-Ireland ideas: The British government was pressed to water down proposals for all-Ireland organisations with executive powers after Ulster Unionist MPs rejected Irish assurances that joint authority over Ulster had been ruled out. Page 8; **Editorial Comment.** Page 13

Viacom sells cable TV systems: US entertainment and media group Viacom signed a \$2.3bn deal to sell its cable television systems to an investment group which includes Tele-Communications, the biggest US cable operator, as one of its partners. Page 15

Rise in private capital to third world slows: Flows of private sector capital to developing countries continued to expand last year to reach a record \$173bn, the World Bank estimates, but the surge experienced between 1990 and 1993 slowed sharply. Page 5

Range Rover dominance threatened: General Motors, Ford, Toyota and Nissan, are studying the development of luxury off-road vehicles and threatening the dominance of the sector by Britain's Land Rover flagship, the Range Rover. Page 15

Judge challenges Microsoft settlement: The US Justice Department's agreement to settle anti-trust charges against Microsoft, the world's largest computer software company, was challenged by the federal judge overseeing the case. Page 17

O.J. Simpson trial opens: The trial of former American footballer O.J. Simpson, charged with the murders of his ex-wife Nicole and her friend Ron Goldman, opens today in Los Angeles. The trial, expected to last six months, will be televised across the US.

European Monetary System: Investors continued to shun the Spanish peseta last week, leaving it well below other currencies in the EMS grid. Europe's safe haven currencies maintained their 10 percentage point lead over the peseta, underlining the recent flight to quality in the exchange rate mechanism. Currencies, Page 23

EMS: Grid January 20, 1995



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25 per cent band.

Assets	Assets	Assets	Assets	Assets	Assets	Assets	Assets	Assets	Assets
Banks	DM 250	Spain	DM 100	Italy	DM 100	France	DM 100	UK	DM 100
Germany	DM 250	Italy	DM 100	France	DM 100	UK	DM 100	Spain	DM 100
Belgium	DM 100	Spain	DM 100	Italy	DM 100	France	DM 100	UK	DM 100
Bulgaria	DM 100	Italy	DM 100	France	DM 100	UK	DM 100	Spain	DM 100
Cyprus	DM 100	France	DM 100	UK	DM 100	Spain	DM 100	Italy	DM 100
Czech Rep	DM 100	UK	DM 100	Spain	DM 100	Italy	DM 100	France	DM 100
Denmark	DM 100	Spain	DM 100	Italy	DM 100	France	DM 100	UK	DM 100
Egypt	DM 100	Italy	DM 100	France	DM 100	UK	DM 100	Spain	DM 100
Greece	DM 100	France	DM 100	UK	DM 100	Spain	DM 100	Italy	DM 100
Ireland	DM 100	UK	DM 100	Spain	DM 100	Italy	DM 100	France	DM 100
Netherlands	DM 100	Spain	DM 100	Italy	DM 100	France	DM 100	UK	DM 100
Portugal	DM 100	Italy	DM 100	France	DM 100	UK	DM 100	Spain	DM 100
Sweden	DM 100	France	DM 100	UK	DM 100	Spain	DM 100	Italy	DM 100
Switzerland	DM 100	UK	DM 100	Spain	DM 100	Italy	DM 100	France	DM 100
Turkey	DM 100	Spain	DM 100	Italy	DM 100	France	DM 100	UK	DM 100
USA	DM 100	Italy	DM 100	France	DM 100	UK	DM 100	Spain	DM 100
Yugoslavia	DM 100	France	DM 100	UK	DM 100	Spain	DM 100	Italy	DM 100

Palestinian peace talks in jeopardy as Islamic suicide attack kills 19

Israel seals borders after bomb

By Julian Ozanne in Jerusalem

President Ezer Weizman of Israel called yesterday for the suspension of Israeli-Palestinian peace talks after two Islamic suicide bombers killed 19 people and wounded 62 at a crowded commuter bus stop north of Tel Aviv. The Israeli cabinet sealed the borders between Israel and Gaza and the West Bank indefinitely, a move which will prevent tens of thousands of Palestinians from travelling to their jobs in Israel. "I believe we should now suspend the talks - not stop them, but suspend them," Mr Weizman told Israeli television. Israel, he added, should tell Mr Yasser Arafat, the Palestinian leader, that unless he makes a greater effort to curb Palestinian attacks on Israelis the peace process would be frozen.

Mr Weizman's call came after the militant Islamic Jihad group, which condemns the 1993 Israeli-Palestinian peace accord as a betrayal of Palestinian rights, claimed responsibility for the attack and said two of its activists from Palestinian-ruled Gaza had carried out the mission.

The two suicide bombers struck at a snack bar next to a bus stop near the Mediterranean resort of Netanya. Many of the victims were soldiers waiting for transport to return to their units after their weekend break.

Bloodied survivors gathered at the scene of the carnage and chanted angry slogans "Rabin the traitor" and "Death to Arabs" and called on the government to halt the peace process and block Palestinians from entering Israel.



Rescue workers carry one of the victims from the bombed snack bar. It was the fourth attack in nine months by Palestinian militants

The bombing was the fourth attack in nine months by Palestinian militants opposed to peace with Israel. It brought the Israeli death toll in such attacks since the September 1993 accord to more than 110.

President Weizman's controversial statement marks an open challenge to embattled prime minister Yitzhak Rabin. It is likely to undermine the government further and deepen a steep decline in public support for the

peace process. Senior politicians and government officials said the bombing would pile popular pressure on the government to suspend the talks and freeze the experiment of Palestinian self-rule. Israeli blue chips dipped almost one per cent after the bombing, reflecting continuing investor nervousness about prospects for a genuine peace between Arab and Jew. Mr Rabin postponed a crucial

cabinet meeting on Jewish settlement in the occupied West Bank and cancelled a speech to commemorate the 50th Anniversary of the liberation of Auschwitz to dash by helicopter to the site. "I have no words to describe this murderous atrocity that took place this morning, in which mostly soldiers were hurt... by an insane terrorist group," Mr Rabin said. "In the medium and long term we must reach a separation so that there won't be Pal-

estinians from the territories living inside Israel's sovereign territory." President Bill Clinton condemned what he called an "horrendous act of terrorist violence" and said it was "an evil effort to destroy the hopes of peaceful coexistence between Israelis and Arabs." Mr Arafat also condemned the attack "by the enemies of peace."

Pressure for peace freeze, Page 4

Cadbury Schweppes to pay \$1.6bn for US group

By Nicholas Denton and Roderick Oram in London and Richard Tomkins in New York

Cadbury Schweppes of the UK is poised to become the largest non-cola soft drink supplier in the world with its imminent, reportedly valued at about \$1.6bn, to win control of Dr Pepper/Seven-Up Companies of the US.

With about half the non-cola sector of the US market, the combined group would lead Coca-Cola and PepsiCo in the fastest growing segment, which accounts for 35 per cent of US annual soft drink sales of \$49bn.

Despite the appeal of Dr Pepper's non-cola drinks, however, Cadbury would remain a distant third overall behind Coke and Pepsi with only 17 per cent US market share.

The deal would also give Cadbury new products for its international network, except for Seven-Up which is owned by PepsiCo outside the US.

Cadbury is expected to launch a rights issue of about \$400m to

help ease the financial strain of the deal.

In addition to buying the 74.1 per cent of Dr Pepper's equity it does not already own, Cadbury will assume more than \$750m of Dr Pepper debt for a total of about \$2.4bn.

The two sides reached agreement in principle on Friday on a price of about \$33 per share, at the lower end of the \$31-\$38 at which US analysts value Dr Pepper.

Its shares closed up \$1.50 at \$29.50 on Friday on bid speculation. A formal announcement is expected this morning.

Cadbury, which took an initial stake in Dr Pepper in 1986, has over the past year aggressively courted the company and its largest individual shareholders, Mr John Albers, chairman, and Mr Ira Rosenstein, chief financial officer.

They rejected Cadbury's request for board representation or co-operative ventures while holding out for a higher bid price.

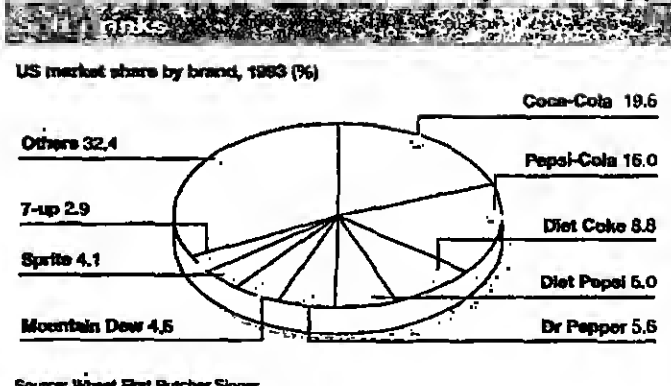
Triarc, the New York owner of Royal Crown Cola and supplier of drink syrups to Cott, the Canadian bottler which has stormed the own-label market in North America, the UK and Spain, also considered a bid for Dr Pepper last year. There was speculation in the US at the weekend that Triarc might later buy Seven-Up US operations from Cadbury.

The Dr Pepper deal coincides with a period of considerable change in the US soft drinks market. Growth in sales of traditional cola drinks has slowed as consumers demand more choice and variety.

The fastest growing beverages in the US are now non-cola drinks, especially those with a healthy image such as iced teas and juice-based drinks.

Dr Pepper/Seven-Up Companies has benefited from the US consumer's shift towards non-cola drinks.

In the quarter to last September, pre-tax profits shot ahead by 30 per cent to \$43m, although net profits fell from \$23m to \$20m.



Source: Wheel Flat Butcher Singer

Portugal's \$2bn loan to set benchmark on cost of funds

By Martin Brice in London

Tough competition among international banks is bringing down the cost of funds for top-class borrowers.

Banks are this week preparing to lend Portugal DM3bn (\$2bn) at the thinnest margins recently offered to any borrower in a move that is expected to set a new benchmark for interest rates in the highly competitive international loans market. Other potential borrowers, including governments, public institutions and corporations, are likely to seek to use the Portuguese loan as a precedent in their own negotiations with bankers.

The cost of the loan is just 7.75 basis points over the London inter-bank offer rate (Libor), even lower than the water-tight 8 basis points over Libor paid by Sweden for its jumbo \$8bn deal arranged before Christmas. A basis point is 100th of a percentage point.

The cost of bank loans has fallen about 50 per cent within the past year as banks have competed aggressively to lend while borrowers have remained wary of increasing their debts.

Competition among banks to take part in the Portugal loan was so intense that the Republic is believed to have received unsolicited offers, some of them for funds at a rate lower than the 7.75 basis points accepted.

This is Portugal's first syndicated Euroloan since 1988 and the scarcity of sovereign borrowers in the Euro lending market added to the competition for the mandate. The mandate was awarded late last week to a group of six banks, which included two Portuguese institutions.

The banks arranging the loan are Banco Comercial Portugues, Banco de Fomento e Exterior, Chemical Bank of the US, the Industrial Bank of Japan Ltd, National Westminster Bank from

the UK and Swiss Bank Corporation.

The loan, which will be launched early this week, is for a five-year revolving credit. Portugal will pay a facility fee of 3.75 basis points of the DM3bn total to have the funds available, and will pay an additional fee of 4 basis points over Libor on the amount it uses. This puts the cost of the funds it uses at 7.75 basis points over Libor.

Intense speculation over the political future of Prime Minister Anibal Cavaco Silva revived at the weekend despite his recent pledge to carry on until October elections, adds Renter.

Unconfirmed press reports said Mr Cavaco Silva, who is said to be tired and disillusioned after nearly a decade in power, would reveal today whether he intends to stand for a new term after the parliamentary elections, quit to run for the presidency next year or abandon politics altogether.

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NEWS: INTERNATIONAL

Germans snub Grachev over Chechnya

By Chrystia Freedland in Moscow and Bruce Clark in London

Mr Volker Rühe, the German defence minister, has told his Russian counterpart, General Pavel Grachev, that he is not welcome in Germany following his outspoken attacks on advocates of peace in Chechnya.

In some of the bluntest language from a senior western politician since the Chechen war began, Mr Rühe accused Gen Grachev of engaging in "unacceptable slander" against liberal Russians who oppose

their country's military action. The German minister's comments - in an interview with Bild newspaper to be published today - were a reference to attacks by Gen Grachev on two respected reformers.

The general had described Mr Sergei Kovalyov, a former prisoner of conscience, as an enemy of Russia, and called the parliamentarian Mr Sergei Yushenkov a "bleeding" who had betrayed his background as an army instructor in philosophy.

Mr Rühe said he "did not expect" Gen Grachev to attend

a forthcoming security conference in Germany. This was understood to be a signal that the Russian minister was not welcome.

Mr Rühe's frankness was in contrast with the more flexible note struck by most western foreign ministers, who have combined regret over the bloodshed with assurances of faith in President Boris Yeltsin and the reform process.

Mr Klaus Kinkel, the German foreign minister, will today brief his European Union counterparts on talks in Bern with Mr Andrei Kozyrev, his

Russian opposite number.

Mr Kozyrev assured Mr Kinkel that a more peaceful phase in Chechnya had begun.

"There is now a new stage," the Russian minister said. "From a military stage [we have moved on] to a return to a civil structure and a return to the population of its civil rights."

These comments were in line with an effort by Moscow to deflect western and domestic criticism of the conflict by saying it is almost over.

Mr Yeltsin spearheaded this hearts-and-minds campaign

last week, when he seized upon the capture of the presidential palace in Grozny to declare the war "effectively over".

Efforts to relegate the Chechen conflict to the back burner received a boost yesterday when an anti-war rally attracted a small turnout. Less than a thousand people braved cold weather to attend.

Mr Sergei Stepashin, the counter-intelligence chief, claimed over the weekend that Russian forces had made slow progress because of their desire to minimise civilian casualties. In fact, witnesses

have reported hundreds of civilian deaths from apparently indiscriminate bombing.

Western foreign ministries, although critical of Russia's brutal methods, have responded enthusiastically to any small gestures made by Moscow, including its willingness to confer with the UN and the Red Cross.

One senior western diplomat in Moscow said the west must moderate its criticism of Russia and bear in mind the fact that Mr Dzhokhar Dudayev, the Chechen leader, is "as bad as Saddam Hussein".

German unions offer to trade pay for jobs

By Andrew Fisher in Frankfurt

German trade union leaders said they were willing to consider shorter working weeks with reduced pay for their members if it helped to create more jobs - a concession which holds out hopes of constructive talks with Chancellor Helmut Kohl this week over employment prospects.

Mr Kohl will meet employer and union representatives on Wednesday to consider ways of encouraging job creation. Despite economic recovery, unemployment remains high. Nearly 3.6m people were out of work in December.

Speaking at the weekend, Mr Roland Isen, head of DAG, the white collar union, said: "We would be ready to negotiate over shorter working hours, without the same pay, if we could really obtain a guarantee of more jobs." He said the union had to accept that shorter working weeks could not be achieved on full pay.

Mr Dieter Schulte, head of the German trade union federation (DGB), said unions might be willing to make some financial concessions if four-day working was introduced. He also indicated Saturday working might be acceptable. Mr Isen said weekends should remain free.

Welcoming unions' willingness to discuss shorter hours without insisting on unchanged pay, Mr Günter Rexrodt, economics minister, said: "This is a proper proposal and it is good that the unions are becoming more flexible."

Mr Klaus Murrmann, head of the employers' federation, said Mr Schulte's comments represented "gratifying progress". The signs of union flexibility

reflect growing awareness that economic growth alone will not cut unemployment significantly. The government's 1995 economic report, due shortly, is expected to forecast a cut of 300,000 in the jobsless total this year with the economy growing at around 3 per cent, slightly faster than in 1994.

Unions are also expected to put more emphasis on preserving jobs than on high settlements in the 1995 wage round. Claims are around 6 per cent, but most economists expect moderate settlements of 3 per cent or so.

As high costs and the 1993 recession eroded profitability, German companies have shed staff, cut costs and invested more abroad. Volkswagen last year implemented a four-day week, with reduced pay, to save jobs.

Both Mr Rexrodt and Mr Murrmann said a four-day week should only be introduced where appropriate - not, as the DGB suggested, for all employees - and companies expected to be able to work on Saturdays. Mr Rexrodt was sceptical about union demands that employers should give job guarantees.

The home of a former German junior minister was bombed early yesterday but he and his wife were out and no one was injured, the federal prosecutor's office said, Reuters reports from Hannover.

A note claiming responsibility for the attack on the house of Mr Volker Rühe in the northern town of Wolfsburg was found nearby. The prosecutor's office said the note appeared to come from the Anti-Imperialist Cell, a radical offshoot of the left-wing Red Army Faction urban guerrilla group.

Capture of Grozny unlikely to be the end

By Steve Levine in Chechnya

Grozny's presidential palace may have fallen, but to judge by the undaunted spirit in the small towns immediately to the south, the toughest part of the war in Chechnya may be still to come.

Observers have predicted that once Grozny falls to the Russians, the war waged by separatists will subside into a low-intensity, guerrilla conflict in the southern highlands. But in Chechnya, things do not look that simple. As well as hit-and-run warfare in the mountains, the Russians could still face a long struggle to capture towns in low-lying parts of the rebel republic.

"If the Russians come here, the same thing will happen to them as did in Grozny," says Mr Anzor Muzalator, commander of the Chechen forces in a township to the south of the capital. "They will have to fight us house to house."

To judge by the ruthless tactics employed so far, Russian forces will make heavy use of air power and long-range artillery in their effort to subdue southern Chechnya.

However, those methods alone seem unlikely to be enough. If Russia wants to be seen to be in control of the main

towns, it will have to make further commitments of ground forces, and accept the possibility of significant casualties.

A blunt admission that a long struggle lies ahead was made yesterday by Mr Salembek Hajiev, prime minister in Chechnya's Moscow-approved government-in-waiting.

Interviewed in Znamenskoye, northwest of Grozny, he said it could take 18 months to subdue forces loyal to President Dzhokhar Dudayev, leader of the Chechens' struggle for independence. Mr Hajiev hoped to establish an office in the Russian-controlled sector or Grozny within 10 days. He threatened to bring murder charges against Mr Dudayev, a former air force general.

None of this impresses the fighters under Mr Muzalator's command. His unit initially numbered about 300, but 22 were killed or injured in the mayhem of Grozny. Casualties were clearly much higher among units involved in fighting around the palace. One of Mr Muzalator's friends led a 23-man unit that covered the palace door as Russian prisoners and Chechen wounded were evacuated; just seven of the unit survived.

But the pro-Dudayev forces seem only to have been galvanised by the



Heavily armed Chechens leave central Grozny to continue their fight yesterday

loss of comrades.

One separatist fighter, Mr Adi Ismailov, pulls a stack of photographs from his shirt pocket. He found the

pictures, showing a Slavic woman and some children, in an abandoned military truck. He plans to write to the Russian

families the snapshots depict. "We'll ask the sons and sisters of these soldiers to take them back - we don't want to kill them yet."

English fishermen prepare to take on second Spanish Armada

In the northern Galician town of La Coruña, the tomb of Sir John Moore, the 19th-century British general who helped the Spaniards in their War of Independence, has long stood as a

reminder of Anglo-Spanish co-operation in difficult times. But the row over European Union fisheries policy is throwing up less benevolent ghosts - those of the ill-fated Spanish Armada that sailed from there in 1588, to be beaten by Sir Francis Drake.

La Coruña and the neighbouring port of Vigo will provide most of the 40 fishing vessels which from next January 1 will be allowed into EU waters immediately off the coast of Ireland, the so-called Irish Box.

This is being resisted by English fishermen and their allies in the British Conservative party's Eurosceptic wing.

A last-minute offer of compensation by London last week has not deterred British fishermen from threatening a protest campaign to prevent Spanish access to the Irish Box.

One Tory Eurosceptic MP told the House of Commons last week: "The day of reckoning is at hand and a Spanish Armada is now less than 12 months away. What will take the place of the good sense of English fishermen is the greed, the cheating, the fraud of Spaniards. This will take place very savagely..."

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But the Galicians think they are the real victims of EU policies, writes Jimmy Burns

In Galicia such Elizabethan rhetoric meets incredulity from officials, vessel owners and fishermen. Far from basking in imperial grandeur, the Spanish trawler fleet feels curbed and discriminated against by EU licensing rules.

More than a quarter of the "Armada" fishing in EU waters out of La Coruña are vessels registered in the UK and carrying Red Ensigns. Employing Spanish crews and token British or Irish captains they pay British taxes and will have access to the British government's compensation scheme, which includes a decommissioning programme.

In size and sophistication, these Anglo-Spanish boats are no better or worse than the Spanish-flagged vessels: rusty hulks, many of them 15-30 years old and locally referred to as "floating coffins".

"Fishing is a fundamental and strategic part of our economy," says Mr Juan Casimiro, head of the Galician regional fisheries department. "It's vital for our development and yet we have more restrictions

placed on us by the EU than any other fleet. Before we joined the community there were 415 Spanish boats fishing in EU waters in the Atlantic off Ireland. Today there are 253. We are European citizens and yet we are not equal."

The decision to grant limited access to the Irish Box -

though short of Spanish demands - is broadly welcomed.

Mr Eliseo Varela, a soft-spoken and most unwarrior-like Galician, plans to fish in the Irish Box from next year. He wants to catch hake, which is popular among Spaniards, the biggest consumers of fish in

the EU. "Everyone is looking after their own interests. We are not warriors, we are workers trying to make a living. But I'll be fishing with the authorisation of the EU, and if the British tell me to get out, I won't. I have the law on my side," says Mr Varela.

However, Galician fishermen

Campaigners urge Britain to pull out

A campaign to pull Britain out of the European Union's Common Fisheries Policy was launched at the weekend from fishermen's leaders in England, Wales and Northern Ireland, Alison Matfield writes. The National Federation of Fishermen's Organisations, which represents about 6,000 fishermen, plans to lobby members of parliament and stage demonstrations in towns and cities across the country.

The campaign, started by fishermen in south-west England, was triggered by last month's deal in Brussels to allow the Spanish and Portuguese fleets greater access to waters off the UK and Ireland from next year.

Mr Richard Banks, the federation's chief executive, said fishermen were angry at Britain's lack of influence among member states over a policy most closely affecting its own industry. "They feel there's no future for

them in the Common Fisheries Policy," he said.

The British government has ruled out unilateral withdrawal from the fisheries policy because it would breach EU rules on free trade in fish. But Mr Banks said Britain could model a national fisheries policy on that of Norway, which has bilateral agreements with other countries involving reciprocal access to each other's waters. "We're not saying no French vessels will be allowed into UK waters, but a country like Spain which doesn't give us reciprocity - why should they be allowed in?"

The federation is joining forces with the Save Britain's Fish campaign, which has strong backing among English as well as some Scottish fishermen. But Mr Banks said the Scottish fleet was split on the issue, with many of its 8,000 fishermen regarding abandonment of the fisheries policy as unrealistic.

admit that they do not always have the law on their side, and that Spanish monitoring and enforcement are sometimes lax.

Another member of the Spanish "Armada" is Mr Angel Figueroa, who remembers the days when the British concentrated on the North Sea and left the coastal waters further south, the *Gran Sol*, to the Spaniards. "We are conscious that we have to cheat to survive. But there are no greater cheats than British fishermen," says Mr Figueroa.

He recalls the way British fishermen in recent years have been allowed to fish in EU waters from which Spaniards are excluded, and to market their catch in Spain. While the predatory instinct natural to fishermen universally is to be found in Galicia, it is not universal. At the harbour-side fish market of La Coruña, Mr Manolo Rubio was busy selling off crates of hake and cod. "What I am most worried about is that the more EU waters are fished, the more we're going to threaten the fish

population's ability to replace itself. I can see my crates going empty in the future and my children going hungry if this goes on," says Mr Rubio.

Another fisherman, Mr Rafael Insua, says he is in favour of his government's decommissioning boats, and compensating those put out of work. "Fishermen throughout Europe, not just Spaniards, should share the blame for exhausting stocks. If we don't cut back, the sea will just go on giving us less and less," says Mr Insua, who is volunteering his redundancy.

Generally Galicians play down the prospect of confrontation with the British, confident that if it comes to blows it will be the British fishermen - less politically protected than their Spanish counterparts - who will have the most to lose.

"We expect EC governments, beginning with the British themselves, to ensure the safety and the good conduct of Spanish fishermen," says Mr Hugo González, another regional fisheries leader based in Vigo. "But if things get violent, we'll stop British fishermen from having access to our very lucrative market."

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Mexicans to unveil new crisis measures

By Leslie Crawford
in Mexico City

Mr Guillermo Ortiz, Mexico's finance minister, is today expected to unveil further measures to deal with the country's financial crisis, including deep cuts in government spending, in a speech to the national Chamber of Deputies. Foreign and Mexican investors hope the speech will also contain details of how the government intends to restructure some \$29bn (£18.5bn) of *tesobonos*, the dollar-linked, short-term Treasury bills at the heart of Mexico's liquidity problems.

The finance ministry and Banco de Mexico, the central bank, are known to be working on a refinancing package aimed at convincing holders of *tesobonos* to reinvest the pro-

ceeds at maturity into longer-term Mexican debt instruments. The success of the debt restructuring plan, however, depends on the availability of US loan guarantees, which are being held hostage to political infighting in Washington.

Speculation against the Mexican peso is expected to continue until a solution can be found for the *tesobono* debt, more than 80 per cent of which is held by foreign investors.

Mr Ortiz is likely to be questioned closely in Congress over the guarantees Mexico is offering in exchange for the \$40bn US rescue plan. Mexican pride has been prickled by Washington's insistence that US loan guarantees be paid for with Mexican oil revenue.

While Mr Ortiz has neither confirmed nor denied that oil forms part of the deal with

Washington, ministers in President Ernesto Zedillo's cabinet have been quick to defend Mexico's sovereignty. "Our oil will not be mortgaged, nor will it form part of any loan guarantees," Mr Ignacio Pichardo Pagaza, energy minister, said at the weekend.

Mr José Angel Gurria, the foreign minister who was Mexico's chief debt negotiator during the 1980s, said after visiting Washington last week that Mexico would not enter into any agreement with the US that would harm the country's sovereignty.

Mr Ortiz is expected to inform Congress that the government's investment budget will be slashed by 11 per cent, while current expenditures will also be contained. All new investment projects scheduled for 1995 are to be suspended.

Tabasco talks add spice to Zedillo's imbroglio

By Ted Bardacke
in Villahermosa

Mexican President Ernesto Zedillo's ambitious plan to overhaul the country's political system to shore up his waning popularity hangs on negotiations in the southern state of Tabasco following an unprecedented rebellion by members of his ruling Institutional Revolutionary party (PRI) last week.

In a decaying concrete building surrounded by banana plantations outside the state capital Villahermosa, local representatives of the PRI and the leftist opposition Party of Democratic Revolution (PRD) are trying to hammer out a deal.

Local officials of the ruling party want Tabasco Governor Roberto Madrazo to stay in power. However, the PRD claims the governor was elected fraudulently last November and is demanding that extraordinary elections be held in the state.

During a recess in talks on Saturday, negotiators confided

that the PRI had proposed to hold a referendum on whether to call new elections in the state, but had rejected any proposal that automatically required Mr Madrazo to resign before his term ended in six years.

If the talks fail, PRD officials say they will pull out of a national political accord signed with much fanfare last Tuesday. In return for a government pledge to reform Mexico's electoral system, opposition parties promised to halt their protest campaigns - which turn every election result into a source, rather than a resolution, of conflict.

Tuesday's agreement also called for a quick settlement to the simmering dispute over alleged electoral fraud in Tabasco. Federal government officials said such a settlement would have involved new elections and Mr Madrazo eventually being removed from office.

But when local business leaders who funded Mr Madrazo's lavish electoral campaign last year got wind of the plan,

they paralysed commerce in the state in protest. Local PRI officials refused to accept that Mr Madrazo be asked to quit, beat up PRD protesters camped out in the central plaza and forced the federal government to back-track.

"Any national agreement which in the name of democracy violates the will of the people of Tabasco is not acceptable," said Mr Pedro Jimenez, president of the local congress and member of the PRI, who, in a fiery speech last Thursday, had a crowd chanting anti-Zedillo slogans. "The president said he was going to strengthen the rights of states. We are going to hold him to his word."

The PRD is also testing the ability of Mr Zedillo to impose a solution on his own party. "Zedillo is trapped," said Mr Andres Manuel López Obrador, leader of the local PRD. "If he cannot hold up his end of the agreement here in Tabasco then what guarantee do we have that he can do it on a national level?"

OBITUARY: Bernard Dumon

Cosmopolitan head of Saint Louis

Mr Bernard Dumon, the chairman and chief executive of the Saint Louis food and paper group who died aged 59 in an aircraft crash in Paris on Friday, was the architect of one of France's biggest corporate expansions in recent years as well as a prominent member of the business establishment.

In his 15 years at the head of Saint Louis he diversified the group from sugar into other food products and paper, taking a 40 per cent stake in UK-based Arjo Wiggins Appleton, and increased its turnover tenfold in the last seven years. He had positioned the group for further expansion by amassing over the past year a FF17bn (£2.43bn) "war-chest" for possible acquisitions.

Mr Dumon, a graduate of Stanford University and the elite Ecole Polytechnique, was one of the most cosmopolitan of French businessmen, speaking excellent English and operating his business on a pan-European scale.

After Stanford he entered the

family business, Union Sucrerie de l'Aisne, where he rose to become chief executive by 1971. In 1974 he started his career with Saint Louis by joining its sugar subsidiary, Générale Sucrerie, where he became chief executive in 1980.

Board to select successors

The board of the Saint Louis food and paper group will hold an emergency meeting to the next couple of days to choose successors to its chairman and chief executive, Mr Bernard Dumon, and Mr Max de La Girandiere, a board member and head of the sugar division, who were among 10 people who died in a Paris air crash on Friday, writes David Buchanan in Paris.

Mr Dumon's successor is expected to be drawn from outside the group, which he built up over the past 15 years to a FF35bn (£4.23bn) a year business.

At the weekend Saint Louis' two main shareholders - Worms, the French holding company, and IFIL, the industrial holding group of the Agnelli family - moved to scotch speculation about big changes in the group following the deaths of Mr Dumon, of his

brother Yves, who was a manager of Saint Louis' joint venture with Danone, and of Mr de La Girandiere.

They were setting off on a trip to consider a sugar investment in Romania when an engine of their executive jet caught fire. The aircraft burst into flames on making an emergency landing. A spokesman said Worms, which owns 28 per cent of Saint Louis, confirmed its intention to develop the group, which in turn controls 40 per cent of Arjo Wiggins Appleton, the UK-based specialist paper company. Worms also claimed to be speaking for IFIL, which has 26 per cent of Saint Louis' shares.

The differing nature of Saint Louis' paper, food and sugar activities has occasionally raised suggestions of a break-up.

surrender most of Lesieur to Ferruzzi's Freuch subsidiary, Eridania Beghin-Say.

Undaunted, Mr Dumon was back pursuing diversification the following year. In 1988 he moved Saint Louis into prepared foods by creating Eurallim out of several small companies, and into paper by buying Arjomani-Prioux, which merged in 1990 with Wiggins Tope Appleton of the UK to form Arjo Wiggins Appleton, one of the world's top 10 manufacturers of specialised paper.

Some ventures failed, such as Saint Louis' part in the 1992 attempt by its two leading shareholders - IFIL, the industrial holding of the Agnelli family, and Worms, the French holding group - to take control of Ferruzzi. However, Mr Dumon appeared on the verge of springing new surprises. Last autumn Saint Louis gained an injection of cash when IFIL decided to raise its stake to match Worms.

Mr Dumon is survived by a wife and two sons.

Clinton to address state of disunion

By Jurek Martin in Washington

President Bill Clinton's state of the union address tomorrow night will be delivered into the teeth of a gale of political invective the likes of which Washington has not seen in years.

He gave a weekend foretaste of his thinking in a speech to the Democratic national committee in which he urged his battered party, now in the minority in Congress, "not to be cynical, not to give up, not to turn back".

But the revivalist tenor of much of his speech, which included some barbed attacks on the Republican majority, had to be set against reflective passages in which he regretted the decline in civil political discourse.

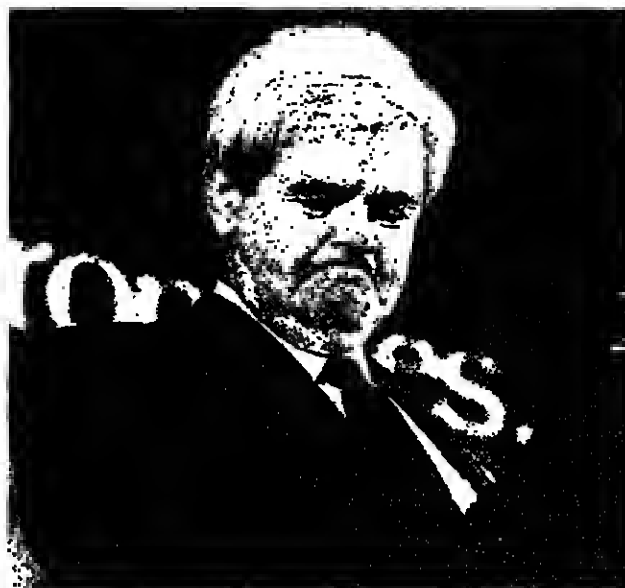
Mr Clinton feared that "the American people have become political couch potatoes, very often not more involved in politics than they are in the [football] Super Bowl." This he attributed to the barrage of negative political advertising

and debate which dominated the mass media.

But Senator Robert Dole, the Republican leader, gave a speech to his party faithful in which he put the blame for any deterioration squarely on the shoulders of the Democrats. Defending Mr Newt Gingrich, speaker of the House, he said the Democrats should "get off Newt and get on with the issues".

However, Mr Dole on television yesterday again implied Mr Gingrich might be better off severing his book contract with a publisher owned by Mr Rupert Murdoch. "He is speaker now," the senator said, not an ordinary congressman, and the Democrats were gaining short-term advantage by exploiting the controversy.

Mr Gingrich has shown no sign of backing off. Washington was still buzzing yesterday at his Friday speech to the Republican national committee, an hour-long address delivered at high speed. In it, he denounced a newspaper article about his book deal as "a piece



Newt Gingrich: has shown no sign of backing off

of trash", called Mr Jim Wright, the former speaker, "a crook", and disparaged Mrs Hillary Clinton for her commodities trading profits.

But his sharpest assault was on the Democrats. "I am a genuine revolutionary," he declared, "they are genuine reactionaries. We are going to

change the world, they are going to do everything they can to stop us. There is no grotesquerie, no distortion, no dishonesty too great for them to come after us."

Both Mr Clinton and the First Lady preferred to return the heat with humour, though there were placards in the Democratic audience saying: "Newt - a stinky animal".

The president linked the book deal to the speaker's determination to eliminate federal funding for non-commercial broadcasting. "It's a funny world they're sketching," he said, "in which Big Bird [the Sesame Street character] is an elitist and right-wing media magnates are populists."

Mr Clinton has been preparing with accustomed thoroughness for the state of the union address, last weekend inviting a group of historians and scholars to the Camp David retreat for a brainstorming session. The White House spokesman said the address would be "longer on vision and shorter on the laundry list".

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NEWS: INTERNATIONAL

China and US close to piracy pact

By Tony Walker in Beijing

The US and China are nearing agreement on steps to curb rampant piracy of American products following three days of talks which adjourned at the weekend. A pact would forestall threatened US sanctions against \$1bn of Chinese exports.

Officials said technical details remained to be ironed out but broad agreement on the need for action had been reached, including specific steps against the main culprits.

Negotiations resume tomorrow to put the finishing touches to an agreement that has been the subject of difficult discussions over the past year.

The US cut short negotiations in December in protest at lack of progress and initiated a sanctions process under Section 301 of the US Trade Act. China threatened retaliation. But with billions of dollars in exports at stake, Chinese negotiators are said to have approached these latest talks with greater purpose.

The US had threatened to impose sanctions by February 4 unless China agreed to specific measures to curb piracy. US officials have identified 29 plants in south China producing counterfeit compact and laser discs, mostly for export.

The International Federation of the Phonographic Industry estimates that in 1994 Chinese pirates produced some 75m CDs, 70m of which were exported.

The computer software industry is also being hit hard. Industry representatives noted that 1m personal computers were sold in China last year, but software sales reached only \$1m. This expenditure on software of \$1 per new computer compares with \$30 in India and \$500 in the US.

China's official media has in the past week or so struck a more conciliatory tone in its reporting of the row with the US.

The official Business Weekly said yesterday that China admitted there were problems with the implementation of its intellectual property rights regime "but as everybody can see, the Chinese government is sincere in strengthening such enforcement".

The newspaper also said US efforts were "indispensable" for stopping copyright piracy in China. This was a reference to China's claim that US interests are helping to fund some Chinese pirate plants.

De Klerk's party struggles to define new role

Members find it hard to accept being junior partner, write Roger Matthews and Mark Suzman

The National party in South Africa last week exhibited many of the symptoms of an organisation in distress. After the electoral defeat last year which ended nearly half a century of absolute power, the party's faithful gathered for its three-day federal congress in Johannesburg anxious to hear some statement, speech or policy proposal which might dent the nagging fear that the National party will never again head the government in Pretoria.

What it heard instead was a leadership still seeking to adjust to life as a junior partner in government, and unconvincing about its future.

The dilemma for the party is personal, structural and intellectual. Whether to remain in the cabinet, whether to become a full blown party of opposition, whether to boast of past achievements, or whether to risk being sunk by them.

So it was that on Wednesday night and Thursday last week, Mr F W de Klerk, party leader and deputy president, was on the brink of pulling out of the cabinet because he believed he had been insulted by President Nelson Mandela. But, by Friday afternoon, a previously "deeply upset" Mr de Klerk was again wreathed in smiles, having met Mr Mandela and accepted the president's wish to make a "fresh start".



De Klerk: failing to convince voters the National party represents the nation's aspirations

Mr de Klerk had in the interim offered the conference a litany of complaints against the African National Congress and sought to present his National party as the defender of democracy against the bullying instincts of Mr Mandela and his ministers. If such political cross-dressing momentarily bolstered the spirits of

the 1,200 delegates, it also revealed divisions among the party leaders and appears to do have contributed little to the deeper debate about the future. That debate, insofar as it has been joined, is severely hampered by the past. The immediate cause of the row between President Mandela and Mr de Klerk centred on whether the

outgoing administration was aware of, or had sought to grant, an application for indemnity from prosecution sought by two former cabinet ministers and 3,500 policemen. Mr Mandela thought it inconceivable that the former president had not been aware of such a move. Mr de Klerk responded that the "informa-

tion was never in my office" and said ANC accusations were an attack on his honour and integrity.

The promised "fresh start" is unlikely to dispel the undercurrent of antipathy which has developed between the two leaders. With so many contentious issues still to be tackled, further disputes between the ANC and its junior partner are inevitable. And, as last week's clash over the amnesty issue demonstrated, when that happens the National party is almost certain to be the loser.

It was this realisation, and how best to deal with it, that dominated proceedings at the three-day conference. The gathering's slogan - "We made the difference" - was designed to highlight the party's self-appointed role as the constitutional "check" against possible excesses by ANC radicals.

The reaction of the markets to rumours of Mr de Klerk's imminent resignation on Thursday morning, with the rand and equities both falling and bond yields rising, gave some credence to the public perception of that role. It was a reaction that Mr de Klerk later referred to with satisfaction, reminding the ANC that while it might no longer be convinced of the need for a government of national unity, international investors did not

doubt its desirability.

Describing the party's most recent achievements, Mr de Klerk cited its success in transforming ANC economic policy to embrace free market principles. There may be some justification for this claim, but no senior economic portfolio is now held by a National party member, making it difficult to see what "difference" the party is able to make.

Its traditionally conservative stand on issues such as law and order and abortion has wide voter appeal, but it will take rather more than the sight of Mr de Klerk's appearance on stage being celebrated by a cluster of black delegates hoping to the beat of township music to convince voters that the party that once championed apartheid now represents the aspirations of the entire nation.

It was a contradiction that surfaced again in Mr de Klerk's closing address. While calling for the aggressive recruitment of black members, he said the party's main aim in drafting a final constitution was to protect the cultural and linguistic rights of minorities, which, he insisted, had "nothing to do with race". Little better illustrated the length of the journey the National party has yet to travel before it can be sure it has a future in South African politics.

Tel Aviv bomb steps up pressure for peace freeze

By Julian Ozanne in Jerusalem

Domestic pressure on Israel's Labour-led government was growing last night as the cabinet absorbed the shock of a suicide bombing and confronted deep internal divisions on policy towards Jewish settlements in the occupied West Bank.

The Islamic suicide bombing which killed 18 people yesterday at a crowded bus stop north of Tel Aviv came as the cabinet had just decided to set up a ministerial committee to monitor settlement activity in the West Bank.

Israeli prime minister Yitzhak Rabin broke off the meeting and cancelled a speech to mark the 50th anniversary of the liberation of Auschwitz to dash by helicopter to the scene of the carnage.

Senior politicians and government officials said the bombing would further erode public support for the peace process and increase pressure on the government to freeze it.

"The bombing hits at the most sensitive nerve in Israel - personal security - and it will move public opinion," said Mr Uri Dromi, government spokesman. "More and more Israelis are asking how long do we have to put up some Palestinians talking towards elections and things don't look good," he said. "There will be a trend among some MPs towards populism and at the moment that means pressure to suspend the process until the Palestinians deliver on halting terrorism."

Recent opinion polls have shown support for the peace process and the government slipping rapidly as Israelis feel their personal security deteriorating under the peace process. At least 110 Israelis have been killed by Palestinians since the peace accords were signed in September

1993, almost half in Islamic suicide bombings of buses and bus stops.

A senior Labour party official said there was mounting concern among MPs of the electoral consequences of pressing ahead with the next stage of peace process which involves an Israeli military withdrawal from the West Bank.

"We're in a transition period towards elections and things don't look good," he said. "There will be a trend among some MPs towards populism and at the moment that means pressure to suspend the process until the Palestinians deliver on halting terrorism."

As the cabinet meeting on defining Israel's policy towards settlements reconvened last night there was growing concern within the government

about the difficulties of balancing the need for momentum in the peace process with shoring up the government's waning public support.

Representatives of the 140,000 Jewish settlers in the West Bank have warned that a government freeze on new housing construction including in Jewish towns that surround Jerusalem will be taken as a "virtual declaration of war".

Yet without a firm government freeze there is a greater risk that the Palestinians, who fear the expansion of settlements rules out any real recovery of their land, will have no option but to withdraw from the peace process.

The cabinet is also split on the issue. The left-wing Meretz party, Mr Rabin's key coalition partner, warned

last week it would find it very difficult to stay in the government without a solid freeze on new Jewish housing in the West Bank.

On the other hand Mr Benjamin Ben-Eliezer, the housing minister, said yesterday the bombing proved the government should continue to build up the settlements around Jerusalem to achieve a "Greater Jerusalem".

Last night Mr Ben-Eliezer, normally a close ally of Mr Rabin, was due to present to the cabinet plans for 8,000 new apartments in Jewish communities just outside Jerusalem. Mr Ben-Eliezer represents others in the cabinet who believe it is in the interests of security and to cement Israel's claim to Jerusalem as its eternal and undivided capital.

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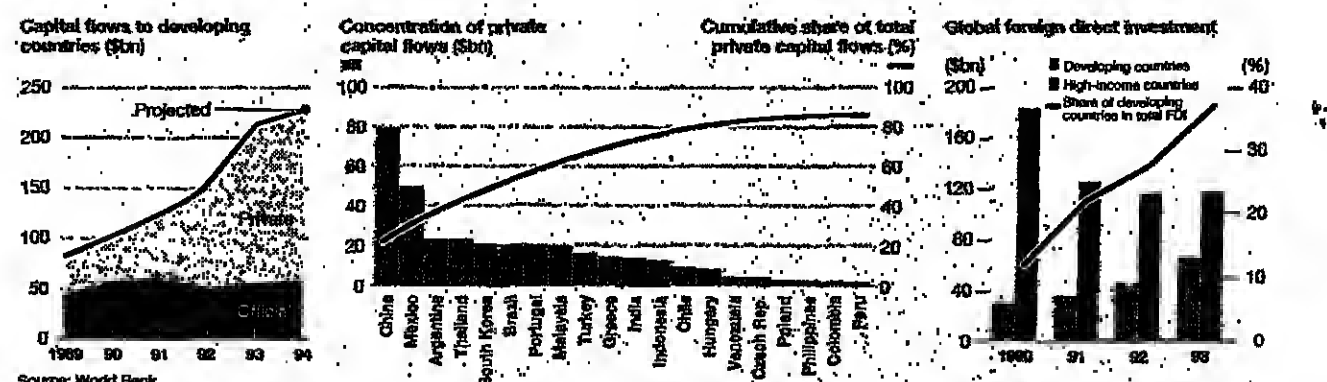
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World capital flows



Rise in private capital flows to developing world slows sharply

By George Graham in Washington



Flows of private sector capital to the developing countries continued to expand last year to reach a record \$173bn (£110.8bn), the World Bank estimates.

But the surge in private capital flows experienced between 1990 and 1993 slowed sharply, the Washington-based development institution says in its annual World Debt Tables, with portfolio equity investment in emerging stock markets falling to \$39.5bn from 1993's peak of \$46.5bn.

Private sector bank and bond finance continued to grow to \$55.5bn in 1994 from \$45.7bn in 1993, while foreign direct investment - where the purpose is not a short-term stock market purchase but the acquisition of a long-term management interest, usually with a stake of at least 10 per cent - expanded to \$77.9bn in 1994 from \$66.6bn in 1993.

All told, private sources of capital accounted for three quarters of the net resource flows to the developing world - a far cry from 1990, when government development loans and grants made up more than half the developing world's capital flows.

Mr Michael Bruno, the World Bank's chief economist, noted that "recent developments in Mexico have very dramatically illustrated the volatility of some types of private capital flows".

Nevertheless, he argued, the

factors underlying the increase in private capital flows to the developing world are for the most part structural. There is, therefore, no reason for them to be reversed in the aggregate, although individual countries, particularly those that depend heavily on short-term portfolio

Mr Kenneth Clarke, the UK chancellor of the Exchequer, yesterday said he would continue to press the International Monetary Fund to ease the burden of its loans on a small number of poor developing member-countries committed to economic reform, write Peter Norman and Stephanie Flanders.

He welcomed the backing given by the World Bank in its debt tables publication for further steps to remove the debt overhang of the poorest countries. However, an alliance of aid charities pressed Mr Clarke to take a bolder approach and to cancel much of the \$10bn (£6.4bn) these countries owe the UK.

Ms Ann Pettifor, of the Debt

in recent years to 37 per cent in 1993, while flows into industrialised countries have been declining. China is now the world's leading destination for foreign direct investment, attracting about \$26bn in 1993.

In addition, most new developing country debt is no longer

Crisis Network, whose membership includes Oxfam, Christian Aid, and Save the Children, said: "These loans were made to help finance British exports to some of the poorest countries in Africa. Africa is now the only continent with which Britain is running a surplus."

Ms Pettifor said that writing off debt could have a big impact on individual countries at relatively little cost to the UK.

Mr Clarke said he would promote his proposals for a co-ordinated effort to help debtor countries at the spring meetings of the IMF and World Bank in April. He wants loans on easier terms for these nations.

in the form of commercial bank loans, as in the 1970s, but in the form of bonds issued by a limited number of more creditworthy nations.

The World Bank also argues that institutional investors are still underweight in emerging market securities. While the market capitalisation of emerging stock markets topped \$1,000bn in 1993 - around 12 per cent of world market capitalisation - investors such as US pension funds still hold only about 1 per cent of their assets in these markets.

But private capital is concen-

trated on a handful of mostly middle income countries in Asia and Latin America. Among low income countries, only India and, above all, China have succeeded in attracting significant amounts of private money. Other low income countries, especially those in sub-Saharan Africa, remain heavily dependent on government loans and grants.

Mr Bruno said this underscored the "urgent need to maintain concessional flows to low income countries".

"This will support these countries to successfully pursue the process of reforms that many of them have embarked on, and thus enable them also to obtain access to private capital markets in the medium term," he said.

The World Bank welcomed last month's agreement at the Paris Club, at which creditor countries discuss the rescheduling of government-to-government debt payments, to give more concessional treatment to the poorest countries under the "Naples Terms" named after last year's summit of the Group of Seven leading industrial nations in Italy.

While pressing the case for other official creditors to write off the debts of the poorest countries, the World Bank argues against writing off its own debts.

The rescheduling of multi-lateral loans or the write-off of debt (or the use of reserves or loan loss provisions for reduction purposes), as suggested by some, would entail costs to all multilateral borrowers that would far outweigh any benefits to a few," the report says. See Economic Eye

Rains worsen Japanese politicians draw the media's fire

quake-hit Kobe's plight

By William Dawkins in Tokyo

The plight of Kobe earthquake survivors worsened over the weekend as rain brought the risk of landslides and doctors warned of an influenza epidemic.

The rain, the first since the quake struck last Tuesday, killing about 5,000 people and making one in five of Kobe's 1.5m residents homeless, grounded food helicopters and worsened already dense road traffic.

Aid vehicles found the roads further jammed by 250,000 visiting pedestrians who arrived at the nearby railway station of Nishinomiya and walked into the port city to bring supplies to friends and relatives.

Strong aftershocks continued, the worst registering 4.1 on the Richter scale on Saturday night. The weather was expected to worsen. The Osaka meteorological agency warned of floods, lightning, strong winds and high waves along the coast of southern Hyogo, the prefecture which contains Kobe.

Doctors warned that damp, unhygienic living conditions heightened the risk of disease. "Things are likely to get much worse before they get any better," said Mr Kiyoshi Tatemichi, head of the emergency unit at Kobe City General Hospital.

Despite the difficulties, official relief efforts, widely criticised for being slow, appeared at last to be making headway. Electricity and telecommunications had been restored to two thirds of the city and drinking water supplies to half of Kobe, city officials said. Food was more widely available.

Japanese and US military were yesterday setting up tents in 10 camps on the outskirts of Kobe to shelter the

An earthquake measuring between 6 and 7 on the Richter scale shook the Kurile Islands in eastern Russia yesterday, writes Chrystia Freeland in Moscow. There were no casualties or significant damage to property on the sparsely inhabited islands, Russian officials said. The islands, annexed from Japan by Moscow after the second world war, are 1,200km from Kobe. In Colombia an earthquake with a preliminary magnitude of 5.7 rocked an area 120km north-east of Bogotá. It followed a series of quakes between Thursday and Saturday which killed eight people, injured more than 50 and left more than 2,000 homeless.

4,000 people reported to be still living in the open. Over the next week, 11,000 temporary homes are to be built, according to the Hyogo prefectural anti-disaster unit. Most of the homeless are camping in public buildings.

Meanwhile, the statistics of death and damage continued to rise, six days after the quake, underlining how ill-prepared Kobe's disaster management system was for a calamity of this size. By last night, 4,927 were confirmed dead, 185 unaccounted for and nearly 26,000 injured. The number of homeless now appears to have stabilised at about 300,000. Similarly, the estimate of the number of homes and other buildings destroyed or damaged in Hyogo has risen to 50,702, according to the National Police Agency, more than double the initial count.

The quake was Japan's biggest for more than 70 years and its biggest natural disaster since a typhoon killed nearly 4,700 people in central Japan in 1959.



A cartoon from Yomiuri Shimbun's Thursday edition depicts the events weighing on Prime Minister Tomiichi Murayama's mind. It reads, at the top, Hyogo earthquake while the man hang-gliding off his brow is Mr Sadao Yamahana, who heads a faction threatening to leave the prime minister's Social Democratic party.

JAPAN

By Emiko Terazono

While Japanese press coverage of Tuesday's earthquake focused initially on the damage, the lack of food, water and other supplies for evacuees drew attacks as the days wore on. Most of the media's grievances centred on why the government took four hours before sending troops, while the lack of firefighters also prompted concern.

At the end of the week the broadsheet dailies carried features analysing the government's failings. The *Nikkei Shimbun*, the business daily, pointed out the lack of co-ordination between municipal and central government officials and also highlighted the inability of cabinet members to take the necessary measures. Since bureaucrats were the ones who gave politicians instructions, "the orders failed to filter through the system when politicians tried to tell the ministries what to do," it said.

The media also focused on red tape as the main cause for the delay in the Self Defence Force's arrival in Kobe. The *Asahi Shimbun* pointed out that the troops arrived more than eight hours after the earthquake.

It quoted an official from the force citing a law which only

allows troops to be deployed after an official request from a municipal government, but questioned a system which prevented the SDF reacting to an emergency of this scale on its own.

Asahi Television, the daily's network affiliate, compared the speed at which government officials received the news of the earthquake to the situation in the US last year. "Prime Minister [Tomiichi] Murayama did not know until two hours

lapsed Hanshin expressway. Most of the newspapers and networks carried photographs of the bus hanging from the expressway earlier on in the week. "The car in front of me fell and I would have, too, if the bus had gone one metre farther," the driver said.

Political parties, meanwhile, were forced to put their differences aside. The *Yomiuri Shimbun* reported that politicians had agreed to co-operate during the parliamentary session

The *Sunday Mainichi* carried pictures of the damage. "This is not Sarajevo or Chechnya. It is Kobe, Japan on January 17, 1995," said the caption to a photograph of the city and its burning buildings.

The magazine also had interviews with Japanese architects and construction analysts who had claimed that Japan's expressways would not be destroyed by a strong earthquake, as had happened in California last year.

An official at the construction ministry's research centre denied its researchers had made such a claim, while a leading architect said the strength of the Californian earthquake was very different from that which hit Kobe. "Were the safety proclamations just fake consolations?" the magazine asked.

"Is Tokyo next?" wrote the weekly *Yomiuri*. "Just enlarge what happened in Kobe, and we can see what may happen to Tokyo," it added, predicting the likely damage of an earthquake of magnitude 7.5. According to one simulation the number of fatalities would total 150,000, while another produced estimates that more than 130,000 houses would be destroyed.

The magazine also raised the issue of moving the capital out of Tokyo and decentralising political and financial functions.

INTERNATIONAL PRESS REVIEW

later, while President [Bill] Clinton was informed within 30 minutes of the California earthquake," it said.

Tokyo Broadcasting System, showing Mr Murayama breakfasting with business leaders the day after the quake, lambasted him for his lack of urgency.

Protests by the tabloids were harsher.

"Mr Murayama, you have other things to do than visit Kobe," said the headline of the daily *Gendai* following the premier's trip to the ravaged city on Thursday.

"How many more bodies do we have to count?" the *Evening Fuji* asked.

The *Sports Hochi* carried an interview with the driver of a bus which had managed to escape falling from the col-

which opened last week. The daily said Mr Sadao Yamahana, head of the faction threatening to leave Mr Murayama's Social Democratic party, had put his plans on hold.

"Mr Murayama wants to use the earthquake to force Mr Yamahana to shelve his plans for good," it said.

Some weekly magazines were able to squeeze in the earthquake coverage at the last minute, while others delayed their publication dates to the weekend.

The widely read weekly *Bunshun* carried interviews with specialists: "There seems to be too many fires," said a seismologist, while another added it was clear that Japan's preparations for earthquakes in urban areas were "invalid".

Chinese reform 'faces pivotal year in 1995'

By Tony Walker in Beijing

China's State Statistical Bureau has described 1995 as a "pivotal year" for economic reform, with the country facing big challenges in curbing inflation, salvaging faltering state-owned enterprises and maintaining agricultural production.

The bureau, whose long assessment of the economy was published by the People's Daily, the Communist party newspaper, urged continued monetary restraint to guard against economic overheating, but it also warned of dangers arising from an investment slowdown.

It said in its report that if controls on new investment were too rigid this would threaten stagnation - continued high inflation and slowing economic growth.

Economic growth should range between 8-10 per cent while inflation should be kept below 15 per cent, the bureau, whose influence in economic policy-making has increased over the past year or so, added. China's economy grew by 11.8 per cent last year following growth rates of about 13 per cent in the previous two years. Consumer prices rose 24.2 per cent.

Among state-owned enterprises the bureau identified light industry, machinery, chemicals, textiles, coal, defence and non-ferrous metals

as the main weak spots, accounting for 80 per cent of losses in the state sector.

The report said: "1995 is the last year of the eighth five-year plan. It is a pivotal year that links the past with the future... two tasks remain pressing: continued macro-economic control and deepening reforms."

The bureau also urged concerted action in dealing with a "weak and unstable" agricultural sector. Its report coincided with an announcement that the government is to boost investment in agriculture to arrest a slide in grain output.

Mr Chen Yaobang, a vice-minister of the state planning commission, said the government would lift investment by 25 per cent this year in agriculture infrastructure, including irrigation, soil conservation, road construction and land reclamation.

Forty per cent of the government's "policy loans" would flow in 1995 to agriculture and farm-related industries. In all, 10 per cent of bank loans nationwide would go to the sector.

This reflects increasing government concern at signs of a slump in production and growing dissatisfaction among farmers, squeezed by higher production costs and inflation. Grain output fell by 11.9m tons last year to 444.6m tons while cotton production is also flagging.

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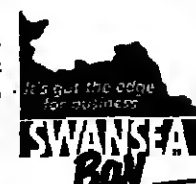
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NEWS: UK

Pay rises 'soon to outpace rest of Europe'

By Robert Taylor,
Employment Editor

Annual wage increases in the UK over the next 10 years will outpace those in every other leading European country and "dissipate" the benefits of recent productivity gains, says the annual comparative study of pay and productivity trends published by the independent body Consensus Forecasts.

The report expects acceleration in UK earnings growth from this year "to be modest in comparison with the sizable wage settlements recorded during the previous decade". The

new rises will reflect "the lower inflationary expectations of wage bargainers and the government's attempts to restrain union power."

The report suggests that UK average earnings will rise by 4.5 per cent this year, and 5.1 per cent in 1996 and then increase on average by 5.0 per cent annually for the rest of the decade. There will then be a slight drop to an annual 4.8 per cent rate until 2007.

The survey expects unit labour costs to rise only 0.2 per cent last year to go up 2.2 per cent this year and an average of 3.2 per cent annually until 2000, with a drop to 3.0

per cent for the next six years. It suggests that real output per employee, which was 3.8 per cent in 1993 and 3.5 per cent last year, will grow by 2.3 per cent in 1995 and average 1.8 per cent from 1997 to 2007.

By contrast, the survey believes that over the next decade the German economy will enjoy moderate wage inflation and steady productivity gains as it moves out of recession, although the eastern part of Germany is not included in the forecasts.

There is also optimism about Italy's wage and productivity trends with hourly earnings rises staying below an annual

rate of 4 per cent, although real output per employee will decelerate from last year's 3.7 per cent to an average 1.6 per cent from 1997 to the end of the century.

The employed workforce in the US is expected to grow by 2.3 per cent this year while slowing to an average annual rate of 1.5 per cent after 1997. Employment costs are forecast to remain below 4 per cent for the rest of the century while nominal output per employee will grow by 3.6 per cent this year and an average of 4.2 per cent from 1997 to 2001. The predictions are based on estimates from 200 prominent financial

and economic forecasters in more than 30 countries.

Senior directors enjoyed the highest pay awards last year with some restraint being shown, for the first time, at chief executive level, says a report out today, our Employment Correspondent writes.

The report by Sedgwick Noble Lowndes, the pay and benefits consultants, said executive pay awards increased by an average of 5 per cent in 1994 - up from 4.8 per cent the previous year.

Mr Andy Christie, the company's remuneration consulting director, said: "Although pay awards are marginally up,

there is no indication of a sudden shift in salary levels. There is still a lack of real confidence in the market and most companies are nervous about pushing out the boat on salaries."

Although directors received some of the highest pay awards in the past year, the report says these have not been typically enjoyed by chief executives. Since 1993 their average salary increases declined from 6.2 per cent to 4.8 per cent - below the average for all executives. The largest increases last year went to board directors.

UK NEWS DIGEST

Labour leader fights back on nationalisation

Mr Tony Blair, leader of the Labour party, said yesterday that it faced a future permanently in opposition if leftwingers succeeded in blocking his plan to abandon Clause 4 of the party constitution, which speaks of a commitment to large-scale nationalisation. The party has lost three general elections since losing power to Mrs Margaret Thatcher in 1979.

Facing down a growing chorus of opposition from leftwing and union critics, Mr Blair said Labour could not win the next election, due by mid 1997, unless voters were convinced that the party had changed. He said: "It is a choice of destiny for this party. We either become a vibrant left-of-centre party, looking forward and addressing the real needs of this country, or we will remain where we have been for 15 years - essentially a pressure group exerting influence on a Conservative government but not governing ourselves."

Mr Blair's allies remain convinced that he will win the battle to rewrite Clause 4, which has become a symbol of the leadership's ability to demonstrate that the party has dumped 1970s ideology. Opposition is growing, however, among constituency activists and in the trade unions, which will cast 70 per cent of the votes at a special constitutional conference on Clause 4 in London on April 29. Kevin Brown at Westminster.

London mail strike ends

London postal workers are to return to work today following a decision to hold talks with Royal Mail managers about new working practices. All post boxes in London were sealed on Friday after 15,000 delivery workers walked out. That followed a dispute at the north-west London sorting office in Camden about the introduction of a computer system, which postal workers believe will increase their workload. The strike went ahead even though a court injunction against illegal sympathy action was obtained by the Post Office. A union spokesman said: "Everyone's happy, but we have got to make sure that talks over the next fortnight are meaningful." It is likely that postal services will be disrupted until the middle of this week because of a backlog of several million items.

The Camden dispute is over the introduction of a system known as computer-aided delivery revision, which Royal Mail uses to calculate the number of staff needed to deliver mail most efficiently. Householders and businesses in London will receive at least one delivery tomorrow. William Lewis, London.

Warning on acid rain

The UK will fail to meet its long-term commitments to reduce sulphur dioxide emissions unless it adopts new policy measures, says the economic forecasting company, Cambridge Econometrics. Emissions of sulphur dioxide, which are thought to cause acid rain, have been falling sharply in industrialised countries, partly because of the switch from coal and oil to cleaner gas and nuclear power generation.

The report says the UK succeeded in cutting sulphur emissions by 30 per cent between 1980 and 1989 and will just meet its target of a 50 per cent cut by the year 2000. But it will fall well short of further reductions required by 2005. Under the United Nations Economic Commission for Europe's second sulphur protocol the UK is required to reduce 1990 sulphur emissions by 50 per cent by 2000, 70 per cent by 2005 and 80 per cent by 2010. The report forecasts a cut of only 52 per cent by 2005. It says: "Further policy measures will be needed to comply with later targets."

The second agreement is a Brussels directive of 1986 committing the UK to reduce its 1980 levels of sulphur emissions from "large combustion plants" by 40 per cent by 1995 and 60 per cent by 2003. The study says most large combustion plants are in the power generation sector, but they include many oil refineries and some energy-intensive industrial plants. It expects UK emissions from such plants to have fallen by 47 per cent by 1996 - well above target - but to miss the 2003 target by eight percentage points. Alison Maitland, Resources Staff.

Executives do office chores

More executives are carrying out typing and other work previously done by secretaries, says the annual secretarial salary survey from Gordon Yates, a secretarial recruitment company. It suggests that the trend is being driven by greater use of personal computers and by improving typing skills among managers.

The survey of 448 UK companies which together employ more than 10,000 secretaries shows that 36 per cent of managers carried out considerable secretarial work while 51 per cent said they did some work which would once have been done by a secretary. Only 13 per cent of managers in the study did no secretarial work. Richard Dunlin, Labour Staff.

■ Shopping record: The record number of shoppers attracted last year to the MetroCentre, Europe's largest indoor shopping mall, included 130,000 Norwegians and 20 plane-loads of Icelanders. Mr John Bryson, manager of the centre in Gateshead, north-east England, said it was the eighth successive year in which numbers had risen, reaching a record of more than 20m last year. "The statistics confirm the centre is now firmly established as Europe's Number One shopping and leisure complex," he added.

■ Pudding flies: Black pudding, a delicacy from northern England and Scotland similar to the French *boudin*, is to be served on Concorde flights between Britain and the US for the first time this week. The high-flying puddings are being supplied by Grants of Dornoch, a Scottish family butcher. The firm had just gone into receivership when its secret recipe was tasted by a British Airways chef on holiday in the Highlands. He immediately ordered more than 300kg of puddings.

■ Climber dies: Two climbers trapped in an avalanche in the western Highlands of Scotland were found and carried down a mountain, but one of them was pronounced dead when the rescue team reached an ambulance waiting at the nearest road. Blizzard conditions meant that a Royal Air Force rescue helicopter sent to the scene had to be grounded, and the casualties had to be carried over steep rocky terrain for several hours.

Weather, Page 14

Travails of a toff

John Kampfner examines the troubled odyssey of an aristocrat in Mr Major's 'classless' government

Mr William Waldegrave may have narrowly staved off an embarrassing government defeat over fisheries policy, but the agriculture minister in Mr John Major's government is unlikely to enjoy a long respite from the crises that have bedevilled his political career.

He had to battle hard in the House of Commons last week to prevent Conservative rebels from denouncing the government's approval of an EU deal giving Spanish and Portuguese fishermen access to waters off Britain.

The row rekindled Tory divisions over Europe, with many in the party - not just the die-hard Eurosceptics who have made a habit of defying the prime minister - accusing Mr Waldegrave of not battling enough during negotiations.

The government scraped through. But for Mr Waldegrave, it came only days after another controversy.

On that occasion it was real when it was disclosed that calves from one of the farms he owned were being sold to the Netherlands and France. The transport of live animals to other countries has become one of the most highly charged issues in Britain, with thousands of people protesting at ports against the shipments.

Mr Waldegrave argued that his farm was run by a company and that he had to leave the issues to its managers.

Mr Waldegrave sits uncomfortably in a government led by a man who came from humble origins, has never attended a university and has proclaimed his belief in a "classless society" since he became a candidate for the Conservative leadership in 1990.

Mr Waldegrave was born in

Farmers are pinning hopes of a respite from animal welfare protests on efforts today by Mr William Waldegrave, agriculture minister, to strengthen European Union rules on veal production and transport of live animals. Alison Maitland writes in London. Mr Waldegrave, backed by Mr Ivan Yates, minister for agriculture in the Irish Republic, will try to persuade other agriculture ministers in Brussels that the "harsh and much disliked" system of veal crate production should be phased out throughout the EU. The system was banned in Britain in 1990.

He will also seek to revive attempts to agree a limit on the journey-time of animals being transported for slaughter, an issue which ran into stalemate at the end of last year. He has told Mr Franz Fischler, EU agriculture commissioner, that the UK was determined to prevent unlawful disruption of trade. "But we remain under intense public pressure to take steps at the EU level," he added. "I see no sign that this pressure will fall away."

Britain today tightens its own animal transport law, making it a criminal offence for hauliers to submit false journey plans.

1946 of the bluest aristocratic blood. He is the younger son of the 12th Earl Waldegrave, a title created by George II. One of his sisters was a lady-in-waiting to the Queen for many years. From Eton, where he won the top prize for classics, he won scholarships first to Oxford and then to Harvard. At Oxford he became president of the Union, the

famous debating society, and of the university Conservative Association.

A glittering career beckoned. From the cabinet's policy unit and an advisory post to the then Conservative prime minister, Mr Edward Heath, he won the seat of Bristol West in 1979. He moved steadily through junior ministerial posts until he came to run his own department, health, in 1980.

With Mr John Major in charge, Mr Waldegrave's progress should have accelerated. Under Mrs Margaret Thatcher he had been susceptible to the charge of being a "wet", a term of abuse used by her supporters to describe moderate Conservatives. But his presentation of the government's sweeping health reforms was seen as weak.

After the 1992 election, Mr Major appointed him Chancellor of the Duchy of Lancaster, a grand and ancient title for a minister with a cluster of rather nebulous tasks including the prime minister's drive for more open government.

With public disillusionment growing over the moral standards of politicians, Mr Waldegrave admitted that "in exceptional circumstances" it was acceptable to tell "untruths" to parliament. For the man in charge of open government it was viewed as an astonishing remark that would hasten the end of his ministerial career.

There was an unfortunate irony in Mr Waldegrave's fate. Erudite and honest to a fault, he made the "mistake" of stating what to many was obvious. Mr Major, who was being forced to sacrifice several ministers in a series of controversies, stuck with him, moving him to agriculture in 1993.



William Waldegrave: brilliant graduate of Oxford and Harvard

Few, however, would bet that he can make a comeback to the top ranks of the cabinet. The eagerly anticipated report of the Scott inquiry, which has been investigating British sales of armaments to Iraq during the late 1980s, will prove his next hurdle.

Mr Waldegrave is at the centre of claims that, during his term as a junior Foreign Office

minister, he allowed export controls to be relaxed and failed to inform parliament fully enough about it.

While the uncompromising Lord Justice Scott is expected to blame more than one minister for the saga, there is more than a sneaking feeling at Westminster that this may be one crisis too far for Mr Waldegrave.

Prime minister may ask private sector to help reduce shortage of nursery classes

Education for children under five to expand

By David Owen
and John Authers

A national curriculum, a new inspection regime and new qualifications for teachers are likely to be included in government proposals for extending the scope of nursery education. At the moment parents are not required to send children younger than five to school.

Ministers involved in the development of plans to provide nursery places for all

four-year-olds whose parents want them are keen to incorporate these innovations in spite of the extra cost. The government is not expected to insist that nursery teachers obtain the new qualifications immediately. Instead they will be phased in over three to five years. Initial proposals are expected to reach Mrs Gillian Shephard, education secretary, in six to eight weeks and to go to the cabinet by the summer. Preparations for the expansion

of nursery schooling are in line with a pledge made by Mr John Major at last year's Conservative party conference in Bournemouth. He described the move as "a long-term proposal", but said the new provision would "begin to come on stream during this parliament".

He said additional publicly funded provision had to be of high quality and promote diversity and parental choice. Provision is currently at the

discretion of local education authorities, with public-sector nurseries providing places for 56 per cent of four-year-olds in Britain at a cost of £1.2bn. Some provide no places.

Ministers are keen to maximise the role of the private sector in the government's new plans. Mr Major said it had to be carefully targeted "in a way that expands, and does not crowd out, the private and voluntary provision we have at present". Many observers took

this to be a strong hint that Mr Major wanted to introduce a form of nursery education "voucher". This would be funded by the state but could be used by parents to buy places at either private nurseries or local authority institutions.

Rightwing educationists such as the Centre for Policy Studies strongly back this proposal. Mrs Shephard has so far expressed reservations, however.

Unionists reject assurances on shared power in Ireland

By Kevin Brown,
Political Correspondent

The government was under pressure to water down proposals for all-Ireland organisations with executive powers last night after Ulster Unionist MPs rejected assurances from the government of the Irish Republic that joint authority over Northern Ireland has been ruled out.

Mr David Trimble, a senior Unionist MP, said the framework document being drawn

up by London and Dublin for inter-party talks in Northern Ireland would establish a mechanism to "compel" Ulster councils "to do the Irish government's will".

Echoing remarks by Mr James Moynihan, leader of the nine UUP MPs, Mr Trimble said civil servants in the Northern Ireland Office had "hijacked" the negotiation of

Reformation in the 18th century. Dr Daly said: "I wish to ask forgiveness from the people of this land for the wrongs and hurts inflicted by Irish people upon the people of this country on many occasions during that shared history, and particularly in the past 25 years." He warned of the "stark possibility" of a return to violence in Northern Ireland.

The framework document, expected to be published next month, Unionist concern about the tone of the framework document emerged publicly last

week, and reached a crescendo in weekend remarks by Mr Moynihan, who previously supported the process following private assurances from by Mr John Major, the British prime minister.

Mr Moynihan said the document would include provisions for cross-border boards with joint authority and two organisations allowing Dublin to interfere in Northern Ireland. He told BBC Radio at the weekend: "One will supervise the activities of an assembly and

any executive based on an assembly, and another will supervise the activities of the 26 district councils and the education boards and health boards."

Mr Moynihan's claims were dismissed by Mr Dick Spring, the Irish deputy prime minister. He said Mr Moynihan's "unhelpful" remarks did not reflect the contents of the framework document, which was 90 per cent complete.

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Business worries cloud prospects for nuclear reprocessing complex

Haig Simonian questions the long-term future of one of the country's most expensive investments

There are mixed feelings at Sellafield, the windswept home of Britain's nuclear reprocessing industry on the north-west coast of England. Some time this week the complex task of chemical separation is expected to start at the giant Thermal Oxide Reprocessing Plant (Thorp).

But what should be the crowning achievement of a £2.8bn (\$4.4bn) investment has been tempered by increasingly bitter feelings over the industry Thorp was built to spearhead. The economics of the business - already overshadowed by sharply falling uranium prices - were shaken last month after a number of German utilities cancelled their orders. On top of that, reprocessing, which produces ura-

nium, plutonium and waste-products from spent nuclear fuels, has been questioned on environmental grounds.

Chemical separation represents the final stage in a long build-up at Thorp. Invisible to all but electronic eyes behind metre-thick concrete walls, spent uranium from fuel rods will be dissolved in a bath of hot nitric acid.

Complex chemical processes will split the solution into uranium, plutonium and highly radioactive waste products. The uranium will be enriched and recycled for reactors. Some of the plutonium may be used in mixed oxide fuels, which

have not previously been made at Sellafield. Meanwhile, the wastes will be dried into granules and turned into a form of liquid glass before being poured to cool to thick steel containers for long-term storage.

Chemical separation marks the final, and most sensitive, step in a slow process that began with the first consignments of spent nuclear fuel into Thorp's huge storage tanks in the late 1980s.

That was followed by the go-ahead for further operations in March 1994. After lengthy commissioning, the move to shearing fuel rods - the last stage before separa-

tion - began in September. But Thorp will not have revealed its full potential until separation starts. Earlier this month the first batch of spent fuel rods, each 5 metres long, from foreign power stations took their place alongside waiting British rods in the plant's intermediate storage tanks pending shearing and separation.

According to the master plan behind Thorp, which dates back to the 1970s, reprocessing offered the answer to an expected shortage of fossil fuels. Uranium, which was forecast to rocket in price as demand rose, would be reprocessed, allowing re-use. Meanwhile, the plu-

tonium by-product was to have fuelled a new generation of fast-breeder reactors, expected to spearhead the development of the nuclear power around the world.

Reality has turned out differently, however. Uranium is cheaper than ever thanks to new finds. Demand has not grown as expected because many countries have cancelled or scaled back nuclear projects on environmental and cost grounds. Fossil fuels, meanwhile, such as oil and gas, have become unexpectedly cheap in real terms. And the price of building nuclear power stations has spiralled because of new safety requirements.

Hence the gradual shift in emphasis by British Nuclear Fuels, Thorp's owner, from reprocessing to storage as the plant's raison d'être. By splitting used fuel rods and storing the waste products securely on site, Thorp would help to limit pollution and radioactive risks, the company argued.

In recent weeks, even that rationale has been shaken. In late December, a number of German utilities which had reprocessing contracts with BNF pulled out at great expense to themselves. The volte face stemmed from a change in German law to allow the storage of spent fuel at a special underground

repository under construction at Gorleben.

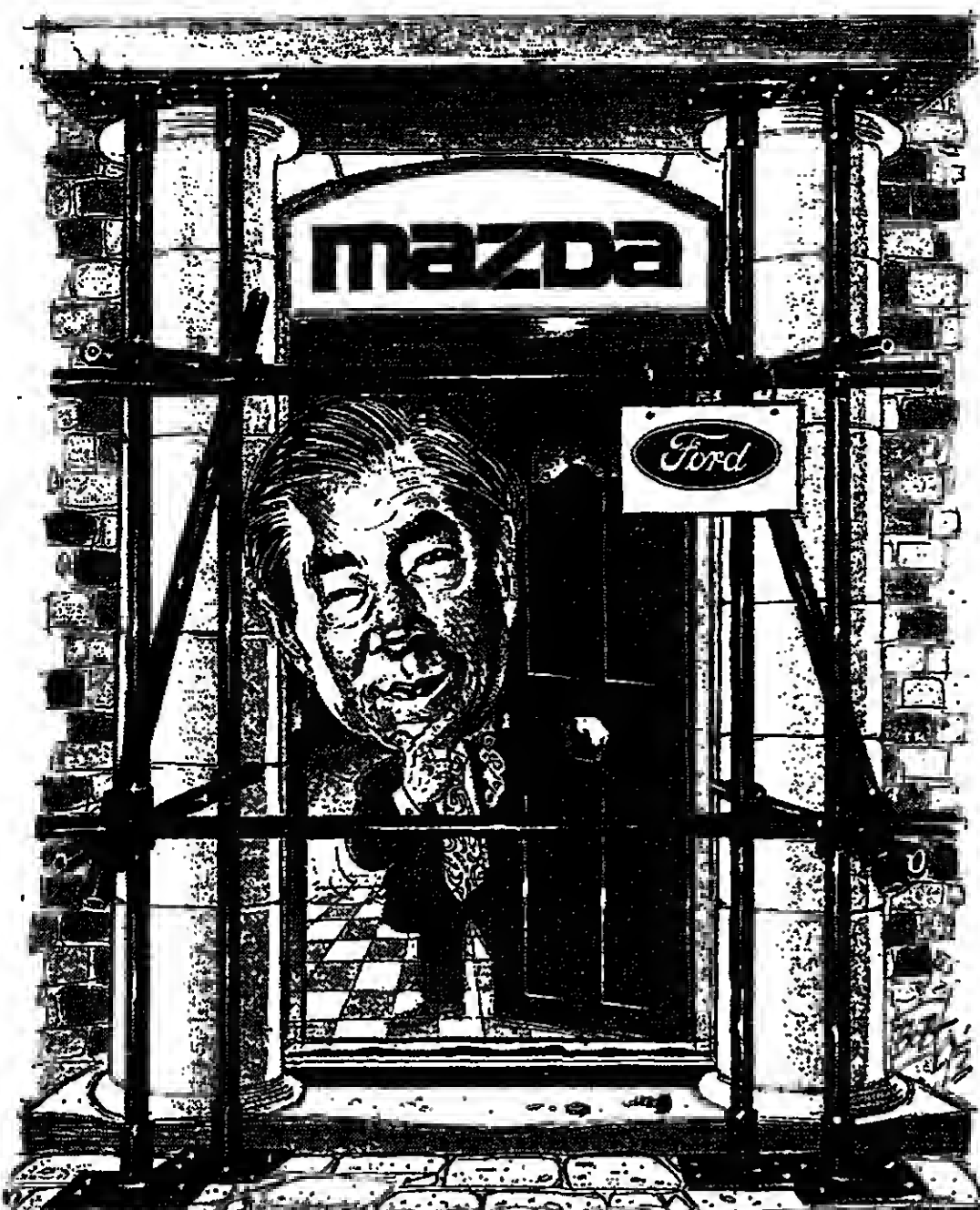
Thorp is down, but by no means out, says BNF. The plant's economics were based on secure orders for its first 10 years of activity; the cancelled German contracts are all from the second phase, during which it still has orders for 2,500 tonnes of its 7,000 tonne capacity.

The spent fuel rods from Japan waiting for reprocessing are a testament to that foreign business. But last month's cancellations have raised doubts about Thorp's usefulness beyond its first 10 years and what should be done with it if further orders dry up.

For all its technological wizardry, Thorp may yet turn out to be a relic of a bygone age.

The car maker, blighted by a reputation for poor management, has turned to Ford for guidance. Michio Nakamoto reports

Mazda tries to put its house in order



Yoshihiro Wada, president of Mazda, has a metaphor for the Japanese car manufacturer. Car companies need to have a strong main house, or core product range, before they can have extra guest houses such as specialty cars, he says. Most importantly, the guest houses should never take precedence over the main house, he warns.

It is advice that Mazda could have used some time ago to avoid a costly strategy of expansion, which has left its corporate "property" overrun by guest houses and its main house in tatters. In the year to March 1994 Mazda made a loss before taxes and extraordinary items of ¥44bn (£282m) and passed its dividend. Unit sales of its vehicles fell 20 per cent. The company expects to make a loss of ¥33bn in the year to March 95 and is not expected to return to profitability until 1996 at the earliest.

As the Japanese car market shows signs of picking up this year, the test Mazda now faces under Wada, who came to the helm in 1991, is whether it can pull down some of the guest houses and rebuild the main structure quickly enough before the entire estate collapses.

The past several years have reinforced Mazda's somewhat unflattering reputation as a company with excellent production technology that has faltered under poor management. "It is a company that is really good at making cars but bad at judging what kind of cars to make and then deciding what to do with those cars," comments one car industry analyst.

Japan's fourth largest car maker by sales this year, Mazda is highly regarded for the outstanding quality of its vehicles, both in terms of technology and design. There has been no lack of praise or international awards for Mazda. But Mazda's management has allowed this corporate obsession with product excellence to dictate a marketing strategy which was not only out of touch with the market but was far beyond the company's resources. In the late 1980s, as Japan's asset-based economic boom created an environment of conspicuous consumption, Mazda built up an ambitious expansion strategy aimed at securing its position as one of the top three car makers in the domestic market. In order to realise its goal, Mazda vastly increased its product line-up, set up a state-of-the-art production facility in Hofu, western Japan, and began churning out a wide range of beautiful cars with celebrated handling and superb engine power.

To market those cars, it increased its sales channels from three to five, with each of the channels selling different cars. But this grand strategy was flawed in a number of respects. To begin with, the company misread the market. The elegant, high-performance cars which Mazda's engineers delighted in designing, did not appeal to a wide enough audience to justify the scale on which the company was producing them.

To a large extent it is brand loyalty, rather than looks, which sells a car in Japan, points out Koji Endo, industry analyst at Lehman Brothers. Once someone has bought a Toyota, he will tend to continue buying Toyotas. Mazda hoped its nice-looking models would entice

consumers to switch loyalties, but discovered the hard way that progressive designs appeal only to a small number of people.

Mazda's marketing strategy, meanwhile, which was designed to improve its corporate image, ended up confusing consumers about what that image was. Based in Hiroshima, in south-west Japan, the company has been plagued by its local reputation as a provincial company, unsophisticated and thus somewhat third rate. Its plan to produce elegantly designed and excellently engineered cars could have

helped the company to shed that poor image once and for all. If Mazda could be associated with sleek cars with exotic names like Eunos and Cronos, the theory went, consumers might begin to think of it differently.

Sadly for Mazda, the plan backfired. As it was building up its strategy focused on premium quality cars, the company let two of its most popular, mass-market vehicles, the Familia and Capella, languish. It even went so far as to drop the Capella name. To borrow Wada's metaphor, the company

built too many guest houses at the expense of the main house. The result was that consumers now found few cars that they could identify with certainty as a Mazda. "The company has 25 car models but very few people know what they are," says Endo.

Furthermore, the company's renewed emphasis on excellence made the vehicles much too costly. Mazda already had a record for pioneering technology, but "if you let engineers go off and make a car, they will come back with a very nice car but no cost control," says

one analyst.

To be fair to Mazda, observers agree that most of the errors Mazda made - such as the high cost of its cars and the excessively wide variety of models - were shared with other Japanese car makers during the bubble years. Its spiralling costs and the cost of its growth strategy were cruelly exposed when the Japanese market collapsed.

The consensus is, however, as Endo points out, that Mazda "did not act within the limits of its size. It failed because it tried to be Toyota".

As the Japanese market weakened, Mazda was also particularly slow to adopt measures to reverse its ambitious growth strategy. Critics blame slow management response further for Mazda's weak overseas strategy, which lags that of other Japanese car makers. (By the spring its four leading rivals, Toyota, Nissan, Honda and Mitsubishi, will all have manufacturing plants in Europe.) For example, it has so far failed to secure a manufacturing base in Europe, although that is one of its most important markets and one from which it derives 35 per cent of its export revenues.

It was only after three years in recession that the company belatedly took steps to undo the damage and adapt its operations to market conditions. A senior executive, believed to have been responsible for the strategy of expansion, left last summer. The company has altered its product line-up. "During the bubble, guest houses increased," concedes Wada. "We have no intention of tearing down all our guest houses, but we are not going to direct all of our resources there," he says. Instead, Mazda is working to rebuild its identity with these vehicles it is best known for. Last year, it launched a revamped Familia and brought back the Capella, both at very competitive prices. And although it will not say so publicly, Mazda has quietly abandoned the five dealership strategy.

Most importantly, the company has swallowed its pride and turned to Ford, which owns 24.5 per cent of its equity, for managerial guidance. Late last year the two companies announced a strengthened relationship which would look at possibilities for broad-ranging future co-operation that would extend to product development. Since then, Ford has increased representation on the Mazda board from four to seven.

"There is no short-term reason for the strengthened relationship, such as Mazda needing Ford in its dark hour," Wada says somewhat defensively. "We are looking to the 21st century," he emphasises. Yet analysts say that Mazda, which once

helped the US company by teaching it a lot about manufacturing small vehicles, today clearly needs Ford more than the US company needs Mazda.

Mazda could benefit tremendously by learning from Ford's recent cost-cutting experience and from its successful marketing strategy, which has won the company five slots among the 10 best-selling cars in the US in 1993, notes Peter Usher, industry analyst at Kleinwort Benson Securities.

Henry Wallace, executive vice-president who came to Mazda from Ford, points out that the increased Ford presence has already "heightened the awareness [within Mazda] of the importance of cash".

In the past, "I don't think cash was a particularly important factor in looking at the business because the Japanese auto industry hasn't been exposed to the same downturns that the US auto industry has," he says. Wallace also points out that Mazda needs to strengthen its marketing both at home and overseas.

Overseas, Ford is also helping Mazda by supplying the company with vehicles from its European facilities, which Mazda will sell under its own badge. The two are exploring joint truck manufacturing in Thailand.

Mazda could profit from Ford's worldwide operations to become a much more cost-efficient global manufacturer, Wallace notes. Japan has become a relatively high-cost source and therefore Ford is a more global company than Mazda is today, and I hope we can find some leverage in terms of products and cost advantage," Wallace says. Mazda needs to learn "to become a global company in a global business".

Even with strengthened support from Ford, and that of Sumitomo, its main bank and large shareholder, it will take some years to put the house of Mazda back in order. But until then the pillars are standing upright. Wada, whose departure has been loudly rumoured this year, is likely to observe Japanese form by staying at the helm of the company. The more critical question being asked in Japan, however, is how long Ford is prepared to stay with its Japanese partner.

The US company has indicated it sees the relationship as long-term. But Ford has been less than clear about what strategic importance Mazda holds for it.

Wallace politely notes that the Japanese company's technical competence "continues to be a real strength" from which Ford could benefit. But some analysts openly question the practical benefits of the relationship to Ford. "Mazda does not have technology that Ford really needs," notes Endo. "For Ford it is a high-risk, low-return prospect," he says.

In the high yen environment, neither would it make much sense for Ford to use Mazda's underused facilities in Japan as a manufacturing base for the Japanese market.

Conversely, given the widely recognised importance of Ford's input in turning Mazda around, "Mazda has to do everything and do it fast to return to profitability," Endo says. Unless it does so, the risk for Mazda is that the market, and even Ford, may not wait for it.



PIONEERS AND PROPHETS

Frank and Lilian Gilbreth

Frank and Lilian Gilbreth (respectively 1868-1924 and 1878-1972) were a formidable duo in their time. But the American building contractor turned consultant and his industrial psychologist wife have been largely forgotten by present-day practitioners and academics.

Their contribution, though, deserves to be recognised for they were among the first to think seriously about efficiency and the organisation and nature of work. Their "master promotion chart", moreover, finds echoes aplenty in modern motivational theory being based on the idea that "no worker who is constitutionally able to become a permanent member of an organisation will wish to change if he or she is receiving adequate pay and has ample opportunity for advancement".

Like Frederick Taylor, creator of a spoon-shaped tennis racket, (this page October 3 1994) Frank Gilbreth patented many inventions during his successful business life, including a new design for scaffolding and new methods of waterproofing cellars. When he turned to consultancy in middle age - converted to so-called scientific management - he was keen to develop his fledgling theories on what he termed "motion study". In essence, he set out to discover the best means of performing each part of a job so that it would be more effectively carried out - using cameras to assist his research. "Each motion should be made so as to be most economically combined with the next motion, like the billiard player who plays for position," he wrote.

Professor Robert Duncan, chairman of the Department of Organisational Behaviour at the Kellogg Graduate School, Illinois, says that in a very real sense the Gilbreths were the first to think about modern-day "re-engineering".

Frank Gilbreth's experience in the building trade enabled him to use his methods in bricklaying and - during the first world war - for training soldiers and rehabilitating the disabled. He identified and classified 17 basic elements of human motions, labelling them "therbligs" - Gilbreth (almost) spell backwards.

His wife Lilian, who at first had been relegated to a minor role, kept the family flame burning even to the extent of travelling to England to read a paper her husband had planned to give, two days after his death.

Explaining her actions she commented: "I am only adhering to my husband's principles - the elimination of waste motion." While bringing up 12 children she toured the world promoting his theories. The Gilbreths are not alone among management pioneers in having applied their ideas in their own home. The household was divided into work surfaces, centres and motions with charts and a follow-up system. One child was assigned to buy all birthday presents for the family to save time. Later, two of the children wrote a popular book *Cheaper by the Dozen*, a reference both to the size of the family and the way it was organised. It was turned into a film starring Clifton Webb.

Tim Dickson

Journey into the Japanese mind

As I found on a recent visit to Japan, all glib, single-factor explanations for the Japanese economic miracle may be necessary but none is sufficient.

Different speculators, both Japanese and foreign, could list a variety of chance and planned causes, but all happily admit that the more they understand about the rise of Japan, and what is referred to as the next "chopstick century", the more they reject simple explanations.

But any visitor can't help but be fascinated by this homogenous and disciplined society.

I particularly liked the opening of the departmental stores. The whole store staff, including the whole senior managers, line up and bow deeply and reverently as the first shoppers of the day enter the emporium. None of having to run those "customer first" courses for surly service staff to remind them that the customer pays their salary. Here the customer is not a nuisance

who prevents one doing a job but the central, deified and hallowed cause for that job's very existence.

A Japanese psychiatrist friend of mine told me a story about his completely bilingual and American-educated wife that really surprised me.

Last year, to accompany her husband on a conference, she asked for two weeks' leave. Despite the fact that she was a fairly senior professional in her own organisation, her boss in all seriousness asked her whether she wanted to quit her job. He apparently took her request as a "by-the-way-doctor" sort of coded statement because it was so unusual and unreasonable. Not only was 14 days out the question but it was for a continuous period rather than, say, a series of long weekends which is more acceptable. Something of a contrast to the British (or indeed German) model of

ADRIAN FURNHAM



two to three weeks over the summer and then maybe another week or two later in the year.

Working hard is not the same as working smart and time-serving is not a guarantee of productivity, but despite reaction in some quarters the Japanese do work long hours. The Shinto work ethic, unlike its Protestant equivalent here, is certainly alive and well.

Japanese workaholicism has interesting consequences, one of which is the "fallen leaves syndrome". This refers to the

relatively high incidence of divorce in the country when a couple are in their 60s, different from the British experience.

The "leaves" metaphor has two meanings: divorce happens to people who are in the autumn of their lives; but also damp falling leaves stick to things. Work-obsessed husbands with few outside interests retire and discover that without the set activities and time structure imposed by work they are at a loose end. And having nothing to do they stick on to the wife and mess up her routine.

By her 60s the wife in the "empty nest" has often grown more

autonomous and developed interests of her own. She then has to cope with twice the husband and half the money. As she becomes more independent, he - without the pattern and discipline of work - becomes more dependent. And this leads to divorce. Of course there are hazards in anything one does, but there are greater hazards in doing nothing.

Despite their economic might the Japanese self-concept is surprisingly low. It could be their famed inscrutability or their favouring humility over hubris - a notable last week in their reaction to the terrible earthquake. But talk to a Japanese manager about his country's or organisation's success and you never get complacent self-satisfaction.

Many Japanese still see themselves as relatively poor and the worship of the west is everywhere, especially among the

young. They might improve upon nearly everything the west invents but the Japanese seem acutely aware of their creativity deficits. My psychiatrist friend says this is due to the still live memory of defeat and occupation in the last war.

The masters of the world were, and still are (just) the Americans, and the Japanese know it. It may take a generation for a nation to change the way it sees itself in terms of economic strength and world influence.

Britain, it was said, lost an empire and never found a role; and it has taken 40 years for it to be able to accept itself as a middle-ranking European power, perhaps good at some things but less impressive at others. It might take the Japanese another decade to awaken fully to the political consequences of their economic might. And then it may well be that our young people venerate Japanese culture and artefacts as much as they apparently value ours.

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FINANCIAL TIMES
Newsletters

BUSINESS TRAVEL

Airline accidents

Some 264 people were killed in commercial airline accidents in the US last year, the highest number recorded since 1988. The National Transportation Safety Board said last year's total represented a huge increase from just 25 deaths in 1993. In 1988, 306 people were killed. The board added that the number of deaths on general aviation aircraft - corporate and private ones - declined to a new low of 706 against 737 a year earlier.

Mid-East co-operation

Excess capacity and heightened competition among airlines in the Middle East were likely to result in greater co-operation and mergers, Kuwait Airways chief financial officer Bader Malallah told an aviation finance conference last week. *Reuter* reports, Malallah said he expected to see four or five regional airlines in the area eventually, though it was likely to take around a decade for new airlines to be established. At present, Middle East airlines were adding more capacity to their fleets than traffic required. Another speaker said that aircraft utilisation in the region was low, at seven or eight hours a day, and aircraft were carrying very small loads.

Athens scooter

A motor scooter taxi service to ferry passengers through Athens' choked streets, bypassing traffic jams and other obstacles that hold up conventional taxicabs, has been launched. The Model Services Company has 22 Vespa motor scooters with trained riders who will pick passengers up from anywhere in Athens at an hour's notice. Company manager Nikolettos Nikolaidis says the hardship of these confronted by Athens' daily traffic chaos could be much reduced by using motorbikes. He said his new service had 34 customers so far.

Iranian luxury hotel

Iran has signed a deal with two Swedish firms to build Tehran's first five-star hotel since the 1979 Islamic revolution, *Reuter* reports. The luxury hotel will be built in the scenic foothills northwest of Tehran by Skanska International Building and Scaan Consultants at a cost of \$73m at the official exchange rate, *Iran News* said. The Swedish companies will provide \$35m, to be repaid by Iran over seven years, with the private sector providing additional capital. Iran has not been able to expand its hotel capacity during the past two decades due to political problems.

South African tax

Tax for passengers at South African airports will rise by 6 per cent from April 1. The charge will rise from R44.80 to R47.40 (\$12.80 to \$13.54) on international flights, and from R13.44 to R14.20 (\$3.54 to \$4.05) for internal ones.

Scandinavian Airlines System (SAS) announced a two-day lockout of pilots on its SAS Commuter services on January 26-27. The move followed a pay strike threat for the same two-day period by the Danish and Norwegian pilot unions involving SAS Commuter Fokker-50 propeller aircraft operating some 10 per cent of SAS services.

Pakistani gift

Pakistan plans a 21st-century gift to the overcrowded industrial port city of Karachi, where acute transport problems have in the past sparked deadly riots and anti-government protests, reports *Reuter*. Islamabad, with the help of French international transport group Interinfra, is planning a \$382m light rail transit system capable of carrying more than 50,000 people per hour. The project calls for a 12.5km line with 15 stations and a fleet of 22 electric trains of two carriages each. At present the city - population 12m - relies on a mixture of taxis, rickshaws, public and private buses, minibuses, railways, cars, motorcycles and bicycles.

Likely weather in the leading business centres

City	Mon	Tue	Wed	Thu	Fri	Sat	Sun
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Hong Kong	20	20	21	21	21	21	21
London	10	10	10	10	10	10	10
Frankfurt	10	10	10	10	10	10	10
New York	10	10	10	10	10	10	10
L. Angeles	17	17	17	17	17	17	17
Moscow	7	7	7	7	7	7	7
Paris	10	10	10	10	10	10	10
Darling	11	11	11	11	11	11	11

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Tales of BA: Paul Betts (left) on the revamp of Concorde's food service; and David Marsh (right) stranded and fuming at Heathrow

Supersonic tastes change

The happy few who commute regularly on Concorde can still enjoy "odorous kipper" for breakfast on the 3½-hour morning flight from London to New York. The fish is popular because it does not stink out the supersonic aircraft's long and narrow cabin.

But Concorde passengers are about to discover big changes in the eating experience they have come to expect from a return flight costing a mere \$5,000. For 19 months, British Airways has conducted research on the profile and psychology of Concorde passengers and their eating habits. On Thursday, a new food service, designed to provide what BA likes to call "convenience with class", is launched.

The revamp is part of a continuing attempt to improve Concorde service. After 19 years of commercial service, Concorde passengers and their demands have changed.

BA's research shows that 70 per cent are regular business travellers who use Concorde as a time machine. They want to be able to work, and they want fast, efficient service. About 23 per cent fly to New York and back on the same day and their only chance to eat is on the aircraft.

Although most Concorde passengers are 35- to 55-year-olds (predominantly men) using the aircraft for business travel, some people save

I ALWAYS FLY CONCORDE - IT MINIMISES THE TIME I'M EXPOSED TO AIRLINE FOOD



ROGER BEALE

up for a trip of a lifetime and expect an experience of a lifetime. The number over 65 and under 35 has been rising steadily, according to Phil Ingoe, BA's Concorde marketing manager.

Food is all the more important because there are no in-flight videos on Concorde, and eating is the main distraction. However, feeding up to 100 passengers in Concorde's slim cabin is a nightmare.

"It's very different from any other aircraft. It's technologically very advanced but space is constrained. There is only one aisle and not many places to store things," says Pam Sloan, BA's head of inflight product development.

"It's a challenge. We have to deliver the equivalent quality of first class on a long-haul service in what is basically a short-haul aircraft, flying long-distance routes in only 3½ hours," adds Jenny Sharp, the airline's catering manager.

What makes it even more difficult for the crew is that there are 100 passengers on Concorde expecting top service, compared with 18 in first class on a Boeing 747.

"Passengers also have a variety of requirements. Some want to eat a full meal on board; others want a quick snack," says Colin Syncock, who has been responsible for creating the dishes for Concorde's new food service. He says passengers generally expect to be served

exactly what they want.

BA's food managers say the research shows that passengers no longer want the extravagance of the 1980s. Now they want quality, simplicity, classic style and no fuss.

Concorde's food service has been tailored to the time of day and type of flight. On the morning flight to New York, which leaves London at 10.30am and arrives at JFK at 9.30am local time, BA is introducing a brunch. For the first time, a large salad is offered as a main course, in response to the growing taste for healthy eating. The pudding has come off the brunch menu and been replaced by fruit and cheese.

The evening New York service is also changing, with a mixture of light and more traditional dishes, ranging from fruits to crumble and a special rice pudding. Vegetarian dishes are being included as part of the main meal selection.

BA also plans to introduce a greater variety of sandwiches on Concorde. And with more and more rich kids travelling, especially on flights to Barbados in the winter, it is introducing a special tuck box stuffed with chocolate bars and sweets. The idea is that if you attract them now, they will remain regular Concorde travellers when they grow up.

All airlines must be prepared to react speedily to unforeseen circumstances. Earlier this month, British Airways proved inept at living up to this ideal when the 1.35am flight to Hamburg from London's Heathrow airport was cancelled at short notice.

The chronology of BA's bungled explanations is as follows:

6.45am: Queuing at check-in counter. I spot a photocopied note on the desk informing passengers of unspecified "disruption to our Customers [sic] travel plans" and "inconvenience" due to "unforeseen staff shortages in Terminal 1". The check-in clerk tells me laconically that this means my flight has been cancelled. The next Lufthansa flight departs after 10am - too late to deliver me to the 11am German government funeral I had been due to attend in a Hamburg church.

The clerk attempts to contact a "supervisor" by phone, but the number is engaged. A loudspeaker announcement advises passengers for Hamburg to pass through international departures and seek further information in the executive lounge. Asked to interpret this message, the clerk responds: "I never listen to announcements."

6.55: A woman on BA's service desk tells me the flight is cancelled because baggage handlers refused last night to work overtime. Advice me to go to executive lounge to see "someone more senior".

7.05: Another BA woman in executive lounge asks me to sit down and help myself to coffee; rings supervisor for more information on reasons for cancellation.

7.20: BA woman tells me

Not this person's favourite

supervisors busy; someone may speak to me on telephone.

7.45: Customer service shift manager arrives in executive lounge: polite, but not brimming with knowledge. Problem appears to be caused by "industrial workers on the ramp" - "I've not picked up the reasons". May be linked to "shortage of equipment". He doesn't know when the company found out about the problem. Decisions made by "operational control". Nine flights have been cancelled. He tells me it will be impossible to find "someone more senior" to let me know what's going on.

8.10: When I press the shift manager, he departs to seek more details, admitting: "It will be useful for me."

8.55: Shift manager returns. Declares that company knew at 8pm yesterday that flights needed to be cancelled. "Everyone on cancelled flights was contacted [overnight]. I reply that this certainly wasn't true in my case. (Thomas Cook, the FT travel agent through which the ticket was booked, confirmed later that it was not contacted by BA.) Only reason shift manager can give is "staff shortages". Recommending me to ring BA press office, he adds: "I can only tell you what I'm allowed to tell you, or what the company needs to tell you."

9.05: I phone press office from executive lounge service desk. Am told press officer will ring me back.

9.30: While I wait for phone call, BA market research employee asks me to take part in a test of the company's latest advertising. Am shown a video clip of a fleet of helicopters landing on an island decked out in red, white and blue parachutes, full of Am-loving holidaymakers. The voice-over slogan is: "By trying to be one person's favourite airline, we became the world's favourite airline. We cover the world."

I tell the employee that the advertisement's chief message is that BA spends too much money on promotion and not enough on getting aircraft into the air.

9.40: I telephone press office again, and am told I should have been called last night by the "telegales gists". Because of "staff shortages", nine European and domestic flights have been cancelled affecting fewer than 1,000 people.

9.50: A member of "special customer services" visits me in the lounge. Promises to have someone ring me in the afternoon.

10.15: I leave Terminal 1 to return to central London.

4.15pm: Am telephoned by BA press officer, who apologises for incident. I inform press officer of my desire that BA makes a substantial contribution to a charity of my choice in compensation for this mishap.

8.00pm: Write carefully worded letter of complaint to BA chairman Sir Colin Marshall, and send a copy to press office.

Latest news: Am informed by BA press office that Sir Colin will reply to my letter when he returns from a week's holiday.

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HE

ARCHITECTURE

Lessons across the board

Colin Amery reports on a high-level debate on building design

Last week the Financial Times held a special evening at the Royal Society of Arts in London to discuss an important subject: The art of commissioning buildings - all you need to know.

Two hundred people gathered beneath the noble murals painted in the 18th century by James Barry to illustrate the maxim devised by Barry, that the "obtaining of happiness, individual as well as public, depends on cultivating the human faculties." The murals show the progress of man from a condition of savagery to a state of elysium.

This magnificent example of patronage by the Royal Society of Arts in 1777 should have been an inspiration for the evening. There was a panel under the chairmanship of Sir Simon Hornby that had been put together to represent the breadth of possible patronage in Britain today.



John Gummer would like to replace Marsham Street with something Gothic

The secretary of state for the environment, John Gummer, took time off from the parliamentary debate about Spanish fishermen, and he was supported by the architect Richard MacCormack, property developer Stuart Lipton, who gave us the Broadgate development in the City of London; the chairman of English Heritage, Jocelyn Stevens, who was a jovial presence; and Jane Priestman, who has advised many big companies, including British Rail, on the difficult area of "design management."

As always in these kinds of public discussions about architecture it was maintained that the British (in particular the English) are not visually literate. Both the minister and the chairman of English Heritage deplored their schoolboys when only the knock-kneed, the enfeebled and those excused games were allowed into the art room or to study anything as decadent and shady as architecture.

Of course, it all depends which school you went to. There was a demand from the audience for architectural appreciation to be taught in schools - and certainly it is a subject that can be aimed at the young.

I do not know where John Gummer gets his enthusiasm for architecture from, but it is

genuine, and his love of the 19th century and the Gothic Revival extends to his choice of a house by that difficult architect, S S Teulon, as his constituency home. He was right to point to that peculiar characteristic of the British boardroom: that architecture is somehow not a proper subject for the board's attention. Indeed, there is a certain pride in the attitude that "we have other people to deal with that sort of thing."

As to how a company board can be convinced of the value of good design, a clear message emerged from the evening: that there has to be one person at board level to take responsibility for the quality of the company's public face. This responsibility can be a exercised in a negative way, by not letting mediocrity represent the company at any level. The atmosphere of a building evokes the atmosphere of the company. Gummer was prepared to take this further and suggest that you often choose which church to go to because of its atmosphere, although this cannot be the reason for his conversion to Roman Catholicism. The Anglicans may suffer theological weakness, but they do

still have the best buildings.

Jane Priestman spoke of her recent experience in Japan where companies have something known as "mind identity", which can be turned into architecture as the outward and visible sign of a company's quality. If such a corporate thing really exists, what is the "mind identity" of the Department of the Environment? The minister told the meeting that he planned to demolish his horrendous concrete tower blocks in Marsham Street that ruin the skyline of Westminster, and that he would like to replace them with something Gothic. But he did not feel he had quite the powers of a President Mitterand to insist on style as well as quality.

The story of the president of France taking his entire cabinet to an architectural exhibition is a telling one. It is well known that he also told them which were good buildings for Paris and which were not. This has not happened in Britain because of an official philistinism combined with contempt for the views of the public.

The chairman, Sir Simon Hornby, tried to get the panel to tackle the question of involving the public in architectural decision-making. Only Jocelyn Stevens felt that it was wise to engage the public early on and "avoid convulsions later" - and he was also the lone defender of the client's right to choose an architect without the necessity of an elaborate competition.

This wisdom will catch on. Big design competitions rarely work well and again the public are left out. The Furze over the Cardiff Opera House is a case in point. The justifiable public outcry was arisen because people were presented with a ludicrous fait accompli. Thankfully Cardiff is now reconsidering the whole question.

On the horizon is the one thing that the Financial Times panel were agreed on. There is about to be a cornucopia of cash from Britain's national lottery, and much of it will be spent on new or refurbished public buildings. Whether John Gummer's more catholic approach, or the employment of architects fashionable with trendy minorities, will result is all a matter of intelligent commissioning.

Not time yet for death of salesmen

Winston Fletcher makes a case for traditional advertising

In an enthralling recent speech on the future of advertising, Jeremy Bullmore, a director of the advertising group WPP, light-heartedly posited the possibility that "within a startlingly short period consumers - real people - will be able to receive any medium, any part of any medium, any brochure, any advertisement they choose - and it could well be an advertisement designed for an audience of one."

"What digitalisation and interactivity between them will achieve is the total elimination of audience waste. The producer will be able to reach only those consumers likely to consume his product; and the consumer will be spared all irrelevant broadcast messages and all junk mail. Only that of interest to him or her will be allowed on the garden path at the end of the superhighway."

Bullmore made it clear that this vision was not necessarily one he espoused. But it presents a fascinating blueprint for a new marketing era: a blueprint currently enjoying growing, albeit confused, popularity.

Everyone from the chairman of Procter & Gamble to the humblest assistant product manager believes a marketing communications revolution is just around the corner. Everywhere, pundits are predicting cataclysmic changes derived from database marketing on the one hand and interactive television on the other.

Maybe. But I am a sceptic. It seems to me that the over-zealous proponents of database marketing and interactive TV misunderstand, quite fundamentally,

mentally, how the selling process works. Perhaps they have never enjoyed, or endured, the experience of being a salesman, in a shop.

Anyone who has ever been a salesman knows that the hottest prospects often go cold. Even when customers enter the store determined to make a purchase, they frequently leave empty-handed.

Unless they are sheltering from the rain, anyone who enters a shop has made a key, interactive decision: entering a store is a strong indicator of intention to purchase. It is manifestly a stronger indicator than any database can provide, despite which shoppers often buy nothing at all, or see and buy something quite different from the item they originally had in mind. When it comes to buying things, people are more than somewhat capricious. As any salesman will tell you, most of the time people do not know what they want.

How does all this relate to the future of databases and media interactivity? First, it establishes that when it comes to selling it will never be possible to eliminate waste. If people knew exactly what they wanted - a Marxist view of the economic process - selling would be obsolete. But it isn't. Sometimes prospective customers are persuaded. Sometimes they cannot. Selling is unpredictable.

That is why even the most finely tuned direct mail shot can never achieve 100 per cent success. Not even the most silver-tongued salesman succeeds every time. Databases - or, as they used to be called, names and addresses - can, of course,

enable manufacturers to contact those people who currently buy their products, and those people who display identifiable characteristics which suggest that they are likely to be potential buyers.

But making such contacts is not cheap: on average, £500 per 1,000 by mail, more by telephone. Nor is the database a significant part of the cost, so future computerisation efficiencies will make little difference. (Printing and postage are the heavy cost factors.)

None of which is intended to imply that targeting is unimportant, nor to imply that database marketing cannot be cost effective and profitable - just look at *Readers' Digest*. But it cannot eliminate waste. And because it is so expensive, wasteful direct mail can be crippling to small businesses.

As databases develop they will be able to hold more information about individuals. This information should, in theory, enable users to increase response levels, though there is no evidence of that happening at the moment. But even if the computers held vast quantities of data about every individual, waste would still occur. So the notion that producers will be able to reach only those likely to consume their products is a delusion. Worse, it is an idea guaranteed to limit business growth.

Nor, at the other end of the spectrum, do interactive telecommunications take sufficient cognisance of the selling process. The essence of interaction is that the customer is a willing participant. In Jeremy Bullmore's words, "only [messages] of interest to an individual



will be allowed up the garden path." But back in the shop we noted that people often buy things they did not intend to, things they may not previously have considered buying.

The essence of most media advertising - and of so-called junk mail, for that matter - is that it persuasively draws consumers' attention to products they were not bothering to think about.

That is why advertisements are designed to force themselves on people's attention, to "achieve awareness" (in the

jargon of the trade). Relying on viewers to take an interest, interactive tele-selling will be more akin to catalogue shopping than to fast moving consumer goods marketing. Not unimportant, perhaps, but not revolutionary.

All of which explains why I am so sceptical about the much-hyped marketing communications revolution said to be just around the corner. For £500, the TV advertiser can promote his product not to 1,000 people but to 100,000 people, the vast majority of whom would never have bothered to

find out about it for themselves, had it not been intrusively drawn to their attention. That is why media advertising will still be thriving in 2,985 AD.

Advertising costs half as much as you think it does...but do you know which half? by Jeremy Bullmore, is available from the Institute of Practitioners in Advertising, 44 Belgrave Square, London SW1X 8QS, price £5, tel: 0171 235 7030. Winston Fletcher is chairman of the DFSD Bristol advertising agency.

Internet briefing

Barclaycard has become the first UK credit card to offer some of its services via the Internet, which links 38,000 networks worldwide and over 30m users.

Internet users can request a Barclaycard application form by sending an e-mail message to info@barclaycard.co.uk. They can also obtain other information about Barclaycard offers and services.

Barclaycard customers will soon be able to contact the card company's customer services centre on-line, to exchange Barclaycard Profiles points for gifts and make enquiries about their accounts.

However, the computer system which Internet users will have access to is being kept separate from the computer network containing confidential account information, preventing unauthorised access to customers' records.

Barclaycard is not yet offering on-line payment systems.

The Internet is the communications medium of the future and it may possibly become a channel of payment too, said Roger Alexander, managing director of Barclaycard's emerging markets unit. "As technology develops we may be able to ensure the confidentiality and security needed to execute financial transactions on-line."

At present this is not the case with the Internet. Alexander said Barclaycard hopes to contribute to the development of the Internet's security and electronic payment protocol - an area being actively explored by Microsoft, Visa and others.

Price Jamieson, the UK-based specialist recruitment consultants for media and marketing professionals, has launched what it claims is the first European electronic job centre

on the Internet. Around 250 job vacancies are currently advertised by Price Jamieson On-Line, a worldwide-web site available at <http://www.gold.net/pricejam>.

Andrew Swift, director of Price Jamieson, said: "This is a progressive and logical step for Price Jamieson. Our media and marketing candidates and clients are increasingly technology proficient, and the number of Internet users continues to grow." He said the consultants received their first inquiry from a prospective job hunter within an hour of the service going live 10 days ago. Since then 15 people have applied for advertised jobs.

Oracle, the US information management software group, claims to have become the first large company to make fully featured products available over the Internet.

Application developers can download some of the group's new database and data access tools from Oracle's Internet-based worldwide-web site at <http://www.oracle.com>, for a free 90-day trial.

The company said this represents a first step in its vision of creating an "on-line marketplace" where products and information from the company and its business partners will be conveniently available on the Internet.

Tony Scrivens, head of European distribution for Oracle, said: "Electronic distribution of software is a key element in Oracle's Workgroup 2000 initiative. The worldwide-web server enables Oracle to offer its personal and work group databases and tools to anyone with Internet access. It is a natural complement to Oracle's direct and value-added channels of distribution."

Paul Taylor

On the sliproad to France's superhighway

Today is the deadline for company applications to join a government multimedia initiative. John Ridding reports

Prospective test drivers on France's information superhighway are nearing the starting line. Today is the deadline for companies to respond to the government's invitation for regional experiments in multimedia, text and data services. Next month, selected candidates are expected to receive approval to launch their services.

French officials, who invited applications for the experiments last autumn, are confident of a strong response. Their optimism is supported by a flurry of activity among the country's communications and electronics groups and by regional authorities eager to establish services in their locality. Nicolas Sarkozy, the budget minister, said last week that about 300 project applications had so far been received.

Such interest reflects the stakes that are involved. Edouard Balladur, the French prime minister, has backed a study which calls for the establishment of a national *autoroute d'information* by 2015.

Costs could amount to between FF150bn (£18.1bn) and FF200bn in infrastructure alone, according to the study. Companies involved at the early stages will be well placed to capitalise as the network develops. Despite such an ambitious objective, however, the strategy outlined by the government smacks of pragmatism. As in the US, emphasis is being placed on experiments to test the kind of services which may be in demand before sacrificing substantial investments.

"We do not want to repeat the cable plan," says one senior government official, referring to huge state invest-

ment in a national cable network at the beginning of the 1980s. The French cable industry has proved a costly venture, with all the operators continuing to suffer losses.

Hence the need for experiments as a means of testing the water. As Jacques Henri David, managing director of Générale des Eaux, puts it: "No one yet knows what the infrastructure will be...the market will only be created by the simultaneous advance of technology and services."

Générale des Eaux, along with Lyonnaise des Eaux, France's other big water and communications group, has already indicated its intention to submit trial experiments. It has suggested a number of possibilities, ranging from the supply of telecoms and TV services through its cable networks to the creation of a new fibre optic network for more sophisticated products.

Lyonnaise des Eaux has indicated it will offer a series of services from education to financial transactions. France Telecom and Alcatel are also among the ranks of the heavy-weight candidates.

Many contenders are reluctant to discuss details. But some have been forthcoming. Last Friday, for example, Alsace in eastern France presented its project. Dubbed *Cristal*, it has been developed by regional cities, particularly Strasbourg, and several industrial groups, including France Telecom, Alcatel and IBM.

According to Marcel Rudloff, head of the regional council, the principal objective of the project is to allow the decentralisation of certain public services, such as job offers and training schemes. The invest-

ment is estimated at FF1.5bn by 1999.

Services included in alternative projects include tele-diagnoses, whereby images and data relating to patients' illnesses can be relayed to specialist doctors in other towns or cities.

Other proposals centre on the supply of entertainment services, from video on demand to home shopping and games channels and on business applications. "We will concentrate on services like home-working and the remote payment of bills for utilities," says an official at one company.

For his company, as for others, the system of experiments provides a means of targeting specific markets. As Générale des Eaux puts it: "The advantage of regional experiments is that they provide niche markets such as local sports, property, jobs and shopping."

The implications of the experiments, however, are potentially far reaching. The projects which are selected will shape the government's strategy towards investment in its *autoroute d'information* and the combination of public sector and private sector participation and financing.

The experiments may also have a bearing beyond the French regions selected for the trials. France is currently holding the presidency of the European Union and is seeking to stimulate development of information superhighways among its EU partners. "This is an area where Europe cannot afford to be left behind by the US," says one official, adding that Paris will push its EU partners to join trans-border trials.

Sony launches PALplus

By Alice Rawsthorn

There is a new addition to the rows of television sets awaiting dispatch from Sony's factory at Bridgend in Wales - the first of the company's PALplus sets.

PALplus is the new format that Sony, and the rest of the consumer electronics industry, hopes will take the £12.8bn European TV market by storm in the mid-1990s.

It offers superior visual and sound quality to the old generation of PAL television sets. PALplus also enables the viewer to watch films in their original cinematic proportions - the screen is in the same 16:9 ratio as that of a movie theatre - rather than in the squashed versions relayed on traditional TV screens.

Nokia became the first manufacturer to venture into

the PALplus market last autumn, when it launched the first commercially available sets for around £1,500 each. Sony started manufacturing PALplus sets at its Bridgend plant this month. Philips launched its first PALplus models in Germany before Christmas and will introduce them in other European markets, including Britain, in March.

All three companies are anxious to find a way of stimulating the European TV market, which has been mature for over a decade and therefore dependent on replacement sales.

The industry had originally expected high definition television, or HDTV, to stimulate the market by establishing itself as the format of the late 1990s. However, HDTV's launch has been

bogged down by regulatory rows, and the industry has switched its attention to the PALplus system which, although technically inferior to HDTV, is superior to the existing PAL format.

As PALplus catches on, European broadcasters are expected to film more programmes in that format. Each new TV set is fitted with a device to convert PAL transmissions into PALplus proportions.

The television manufacturers hope that these advantages will be enough to persuade European consumers to buy PALplus sets. One encouraging precedent is their experience in Japan where wide-screen TV (the Japanese version of PALplus) was launched two years ago and already accounts for a fifth of new TV sales.



SPOT THE REFUGEE

There he is. Fourth row, second from the left. The one with the moustache. Obvious really.

Maybe not. The unsavoury-looking character you're looking at is more likely to be your average neighbourhood slob with a grubby vest and a weekend's stubble on his chin.

And the real refugee could just as easily be the clean-cut fellow on his left. You see, refugees are just like you and me.

Except for one thing.

Everything they once had has been left behind. Home, family, possessions, all gone. They have nothing.

And nothing is all they'll ever have unless we all extend a helping hand.

We know you can't give them back the things that others have taken away.



United Nations High Commissioner for Refugees

We're not even asking for money (though every cent certainly helps).

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UNHCR is a strictly humanitarian organization funded only by voluntary contributions. Currently it is responsible for more than 19 million refugees around the world.

UNHCR Public Information
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PEOPLE

A latter-day Phileas Fogg tunnels out of RTZ

As Ian Strachan swaps one set of initials for another, Kenneth Gooding reports on the smooth communicator who is moving to BTR

Good communicators know when to keep quiet. That is what Ian Strachan was doing last week, politely refusing to talk about his appointment as BTR's managing director until he has had a chance to settle firmly into his seat at the industrial conglomerate he will join in July.

Strachan was apparently head-bunted partly because of his communication skills. He knows it is better to be diplomatic at a time like this, when there are bound to be some bruised egos among those passed over at RTZ. It is not the first time Strachan's communication skills have helped to win him a high profile job. Nor is it the first time he has been recruited by a group that usually promotes from within its own management ranks.

He joined RTZ in October 1987, at the age of 44 - the first "outsider" to be invited into the boardroom, as director responsible for finance, planning and administration.

A new management team at RTZ, headed by the late Sir Alistair Frame and Sir Derek Birkin, had streamlined the management and ousted some of the old guard to make way for younger ones, but still needed someone to tell the City of London about these important changes.

Strachan's smooth, polished charm and ability to explain the complexities of RTZ's far-flung operations quickly helped to win for RTZ the image it was seeking.

He speedily proved he was no slouch as a finance director either. He and Bob Wilson, then RTZ's director of mining and metals, brought off one of the mining industry's biggest coups, the \$3.7bn acquisition of most of British Petroleum's mining and minerals assets.

BP was persuaded to sell those assets, which included Bingham Canyon, one of the world's biggest and lowest-cost copper-gold mines, without putting them up for auction. Within a year Strachan had reduced RTZ's gearing, which soared to 135 per cent after the BP deal, to a modest 34 per cent.

To this end he masterminded the sale of RTZ's chemicals business for £500m and the oil and gas operations for £310m. More recently he helped with the sale of other non-core assets, which were held under the Pillar umbrella, for £900m.

He was credited with keeping RTZ's



finances in a state of permanent readiness, so that it could pounce opportunistically on any juicy mining asset that suddenly became available.

Strachan also pressed for RTZ to list its shares on the New York Stock Exchange. Before this was done, in 1990, only 3 per cent of RTZ's issued shares were held in North America, yet the group was earning about half its attributable profit there.

BTR has also taken on someone with an impressive academic record. Strachan is a graduate of Christ's College, Cambridge (double first in history) and has a master's degree in public affairs from Princeton University. He was also a teaching fellow at Harvard.

He is widely travelled. His early career included 16 years with the oil side of Exxon Corporation in the US, Japan and Hong Kong, while his direc-

torships of various RTZ subsidiaries - mainly in Australia, Latin America and the US - have necessitated his moving around the world with monotonous regularity.

Analysts rate him as a good strategic thinker. In his last two years at Exxon he was manager of corporate strategy in New York, before he joined insurance brokers Johnson & Higgins, from where he was head-bunted by RTZ.

He was an obvious candidate for the chief executive role when RTZ shuffled its very small headquarters team in London after the retirement as chairman of the late Sir Alistair Frame in 1991. But he lost out to Bob Wilson, a less charismatic personality.

Analysts suggested at the time that Sir Derek Birkin, who moved from being chief executive to executive chairman, plumped for Wilson, who had

been with the group since 1970, because he was associated with the operating businesses.

Appointing a finance man, particularly one who had been with RTZ only since 1987, might have sent the wrong signal to investors - that RTZ was merely another holding company rather than a "hands on" manager of its assets.

All that Birkin would publicly acknowledge, however, was that he was "lucky to have two of the brightest young executives in Britain" working with him.

Strachan was appointed deputy chief executive and given responsibility for RTZ's industrial minerals operations. This was more than a consolation prize. RTZ's global operations place a great demand on executive time and Wilson needs the backing of someone he and Birkin can trust. In addition, the industrial minerals operations account for about 30 per cent of RTZ's profits.

There was important work to do streamlining and restructuring the Borax business, which mines and processes borates in the US and Argentina and markets them worldwide. (Borates are used in a wide variety of products, including glass fibre and washing powders.) As one RTZ director delicately put it, Borax "had grown a bit fat over time and Ian dealt with that admirably."

There was never any sign that, in his disappointment, Strachan was looking to move away from RTZ, which is now a substantial group with 1993 turnover of £4.8bn and profits before tax of £852m. Although Wilson is only six months older than him, Birkin is 65 and seems to be easing his way out of the chairmanship - he is now non-executive chairman.

Analysts were anticipating an RTZ in the not-too-distant future with Wilson as executive chairman and Strachan as chief executive. RTZ's accounts indicate that Strachan was paid about £500,000 in 1993 and he had options on nearly 200,000 RTZ shares.

So it would not have been easy to prise him away from RTZ. However, there was help close at hand when Strachan was doing his "due diligence" on BTR. For the second "outsider" to join the RTZ board was Chris Bull, who replaced Strachan as finance director after the 1991 shuffle. And he was headhunted from BTR.



Can Kloster keep Cruise afloat?

It is touch and go whether Einar Kloster, 56, chairman of Vard, can rescue one of the great names in the cruise ship business, writes Karen Fossil. The last time he ran the business in the late 1980s he pushed profits to record levels but the stock market remains deeply divided on whether he can work the same magic for a second time.

It is less than a year since he gave up his job at Philips, where he ran the lighting division of the Dutch electronics giant, to return to head Vard - parent of the family's Miami-based Kloster Cruise. However, his return has not stemmed the steady decline in Vard's share price, once trading at over Nkr 200. Last week it dropped by more than a third in one day, to Nkr 6.

Kloster's problem is that Kloster Cruise has around \$835m of debt, an ageing fleet, and is facing increasing competition in the US cruise market. Last week's refinancing of Vard gives limited breathing space but it is not going to solve its major problem of recapitalising its offspring. It will have to float a substantial stake in Kloster Cruise if it is to have a future.

Einar Kloster can be forgiven for feeling a sense of *déjà vu*. When he left the company in 1988 it was after a humiliating defeat over his plan to take Kloster Cruise public in October 1987, which coincided with the stock market crash. After the flotation was abandoned, he struggled to find a new strategy but became disillusioned by the dominance of other board members.

This time Kloster's room for manoeuvre is much more limited. Its financial condition is much weaker, the

competition is far stronger, and the recent volatility in the share price indicates that investors have no idea what the company is worth. The only thing Einar Kloster has going for him is the knowledge that Kloster Cruise is perhaps the last remaining entry ticket for anyone interested in the US cruise market - provided, that is, he can keep it afloat.

New German regulator

Georg Wittich will have his work cut out, writes Katharine Campbell. He is the boss of the new German securities regulatory authority that officially came into being this month to track down insider traders and otherwise improve market transparency. "I don't think things will change very much," was the sceptical, but far from atypical, view of one senior German banker.

Insider trading only became a crime in Germany last summer, and the country's status as a serious financial centre has been greatly impaired by what has until now been an ineffective form of self-regulation.

While the banks are perfectly aware of the need to catch up internationally, they are naturally distrustful of bureaucrats in general. They are also used to a banking regulator that, hitherto at least, has been tucked away in Berlin, often very out of touch with the markets.

By contrast, Wittich, a career official at the ministry of finance, has the blessing of his colleagues on the international regulatory circuit. His very independence from the powerful banks is seen as one of his most positive attributes; at least one other candidate thought to have been in the frame for the post - Rüdiger von Rosen, a director of the German Stock Exchange - was perceived as lacking that distance.

A lawyer by training, Wittich entered the Mof 25 years ago. Apart from five years at the German embassy in Tokyo in the mid-1980s, he has worked his way up in Bonn, in his last job heading the department concerned with international securities regulation.

Well-known internationally as the German representative at the International Organisation of Securities Commissions, he is liked for his geniality, his command of

English, and his undogmatic approach. At the last Iosco meeting, he became vice chairman of the important technical committee, in itself a recognition of Germany's progress in creating the authority. He could well become committee chairman two years from now.

Wittich's number two is Georg Dreyling, who was in charge of stock market regulation in the economics ministry of the state of Hesse.

Steffen moves up at Citicorp

What should the Kremlinologists who watch Citicorp make of the latest elevation of Christopher Steffen, the outsider responsible for shaking up large parts of the US's biggest banking group in recent months, asks Richard Waters.

Steffen, a former chief financial officer at Eastman Kodak and Honeywell, was brought in by chairman John Reed in 1993 to cut costs and hammer Citicorp's operations into shape. He was also given charge of technology, an area where the bank had gained a scant return for some big investments in the 1980s.

Last week, Steffen was named a vice-president, making him the fifth to hold the title (the others include Bill Rhodes and Onno Rinding). As a senior executive vice-president, Steffen had already sat at Citicorp's top table with them since joining the bank in May 1993.

Has the gold bracelet-wearing Steffen been singled out to succeed Reed? As Citicorp's *de facto* chief operating officer, his application of the sort of operations management techniques familiar in industry (but still rare in banks) has left him strongly placed. Also, at 52, he is somewhat younger than his peers.

But Reed himself is only 55, and shows no signs of letting go. "John has no intention of going off to play golf," a Citicorp staffer says. "He is enjoying himself too much." And while the once publicity-hungry Reed has sunk from public gaze since the bank's brush with disaster in 1992, he remains very much in control.

That means Reed's successor is more likely to come from the next rung down the managerial ladder: the so-called "Group of 16".

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Minted Peas
and Vichy Carrots
Accompaniments
Bouquetière Salad
with dressing
Mocha Galana
Bread basket
Cheese & Crackers
Fresh Fruit
Tea, Coffee or Green Tea

Eastern Dinner Menu

Hors D'Oeuvres
Mutton Dum Pukht
Mutton cooked with vegetables and spices
Or
Barbequed Chicken Boli
Served with
Biryani Rice
Rice cooked with spices
Roghni Nan
Over baked layered bread
brushed with butter
Accompaniments
Raita
Fruit & yogurt
Achar
Pickle variety
Chutney
Sweet & sour sauce
Almond Khar
Bread Basket
Cheese & Crackers
Fresh Fruit
Tea, Coffee or Green Tea

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Type of Investment currently held: ☐ 1 Domestic Equities ☐ 2 International Equities ☐ 3 Overseas Deposits ☐ 4 Property ☐ 5 Bonds ☐ 6 Precious Metals/Gems ☐ 7 Unit Trusts/Mutual Funds ☐ 8 Other International Investments ☐ 9 None

What of the following do you have? ☐ 1 Cash (e.g. Visa) ☐ 2 Gold Card ☐ 3 Charge Card (e.g. Amex) ☐ 4 None

OPENINGS

Imagine two couples seeking divorce, a group of bored tourists being conducted round a museum, and a soprano taking a bath - all observed by a posse of sensation-hungry reporters and photographers. A parody of our times? No, it is *Neues vom Tage* (News of the Day), Paul Hindemith's operatic satire of 1920s social behaviour, which has just been revived at Heidelberg.

The performance may lack the novelty-value of the Berlin premiere under Klemperer in 1925, but it underlines the work's caustic wit and enduring topicality.

The centenary production is the first major event of the Hindemith centenary in Germany. It is also a forceful reminder of why the leading younger-generation composer of the Weimar era was blacklisted by the Nazis: his subject-matter was "decadent", and Hitler himself is said to have objected to the soprano's bath scene. Nothing could be further removed from the reactionary profile of the mature Hindemith, whose concerts and lectures in the 1950s are still etched on the memories of older German musicians today.

The centenary has fallen at just the right time. In Germany, it coincides with a rising tide of curiosity and nostalgia for the 1920s - when Hindemith was at his most radical, creating works which seem modern even for the 1990s. It also coincides with a conservative trend in European musical life - a climate favouring composers who built on tradition and sought a stronger bond with the public than the post-war serialists. Hindemith, who died in 1963, scores on both points.

Unlike the English-speaking world, where mention of Hindemith often meets a numb response, German-speaking Europe has long accepted him as a repertoire composer. His dry intellectual style may never win him popularity, but not a season passes without performances of *Mais der Maler*, *Carillone* and the *Kammermusik* series. His sonatas for horn, trumpet and harp are obligatory for German orchestra auditions. Royalties alone provide the Hindemith estate with around DM2m (£300,000) a year.

But even Germany is still only beginning to get to grips with Hindemith's artistic legacy. Hindemith and his wife Gertrud, who died childless, left their estate to a specially-created foundation, to further the cause of his music and the careers of young musicians. The Hindemith Foundation organises courses and masterclasses at his last home at Blonay, overlooking Lake Geneva in Switzerland - an ideal setting for peaceful study and musical recreation.

It also finances the Hindemith Institute in Frankfurt, which houses manuscript scores and other material. The institute has so far published 27 volumes of a complete critical edition - about half the projected total. With the exception of Schoenberg, no other 20th-century composer has had his life and work so comprehensively documented.

Here are the early unpublished scores - including three songs for

PARIS

Since the Chung affair last September, the Opéra Bastille has managed to keep out of the headlines - but it desperately needs an artistic success to restore its fortunes. The new production of Donizetti's *Lucie di Lammermoor*, opening on Thursday, has suitable ingredients. The cast is headed by June Anderson and Roberto Alagna, and the staging is by Andrei Serban.

LONDON

London's West End sees two Shakespeare comedies opening on consecutive nights. On Wednesday *Cheek by Jowl* brings Declan Donnellan's all-male *As You Like It*, (far right) after a triumphant tour including New York, to the Albery Theatre for a limited season until February 11. Meanwhile at the Olivier Theatre on Thursday Terry Hands, former artistic director of the Royal Shakespeare Company presents his first production at the National Theatre - *The Merry Wives of Windsor*. Maureen Beattie (left) is Mistress Page and Dennis Quilley is Falstaff.

NEW YORK

A major Kandinsky exhibition opens at the Museum of Modern Art on Thursday. Seven of the monumental "Composition" paintings - marking his transition from figurative to abstract subjects - will be included, alongside numerous richly-coloured preliminary studies.

BERLIN

A new staging of Beethoven's *Fidelio* at the Staatsoper gives an important international platform to Stéphane Braunschweig, one of France's leading young theatre directors. The first of six performances is on Sunday, with Daniel Barenboim conducting a cast headed by Catherine Malfitano and Peter Seifert. The production will be shown in Paris in April and Jerusalem in September.

SOUTHAMPTON

Pianist Don Grönick is best known as a sideman on classic recordings by Linda Ronstadt and Steely Dan among others. But he's also leader of an acclaimed jazz septet which features the Brecker brothers Michael and Randy. They bring their collision of bebop and R&B to the UK from tomorrow starting at Southampton.



Hindemith: he felt that the frivolous excesses of the 1920s led to the rise of Nazism

Man for all seasons

The caustic wit of Hindemith's decadent period is popular today, although he spent his later years rewriting much of it, writes Andrew Clark

soprano and large orchestra, in the late Romantic style Hindemith was to ridicule so effectively in *Neues vom Tage*. Here are numerous piano-accompanied songs from the late 1930s and 1940s, set to poems by Mallarmé, Rilke and Whitman, many still awaiting first performance. And here are the sketchbooks, almost as neat as the published scores.

The institute has also collected Hindemith's expert caricatures and drawings, riddled with intellectual jokes. Equally fascinating is his correspondence. A 1961 letter from Sir Adrian Boult, for example, thanks "My Dear Friend" for his gift of the *Transmusik* autograph: "There's nothing that can be more precious or full of memories than those two sheets".

But the biggest task facing the institute is to disentangle the different versions of Hindemith's major works. In his lifetime, most of Hindemith's revisions were judged to be a watering-down of the original. Today, German critics and musicologists are inclined to be more sympathetic.

Giselher Schubert, the institute's director, argues that Hindemith was no different from Stravinsky or

Boulez in wanting to revise his work in the light of experience. "He wasn't the type who composed music and then put it out of his mind. He was scrupulous in revising it, often in the light of his experience as a conductor. We can be happy there are so many versions to choose from - many more than were known during his lifetime."

One such case is the *Konzertmusik* for viola, which Hindemith himself premiered under Furtwängler in 1930. The first version ran to six movements, but the version known today includes only five, one of which is a replacement for the original finale. Viola virtuosos are likely to regard the two "missing" movements as treasure-trove when they are eventually published.

The Clarinet Quintet has an equally curious history. It was published in 1955, when Hindemith was already under attack for his revisions. To deflect further criticism, his publishers let it be known that the quintet was a new score. Only recently did the institute discover that it was an extensively revised version of an unpublished work dating from 1923.

Schubert says Hindemith's increasing conservatism cannot

simply be explained by musical taste in the US, where he settled in 1940. "Other composers, like Schoenberg, Bartók and Stravinsky, became more conservative when they moved to America. For Hindemith, the key experience was the Nazi era. He felt the avant-garde excesses of the 1920s had played into the hands of right-wing extremists, that the frivolity and decadence of the Weimar years contributed to the rise of National Socialism."

The experience persuaded Hindemith of the artist's responsibility to society, which became the dominant theme of his later years. Schubert quotes Hindemith's Bach lecture at Hamburg in 1950, in which he spoke of the ethical function of music - "to help people become better human beings, not to stir man's lesser instincts. It was a complete change from his avant-garde leanings of the 1920s. That explains why his later music was less sensation-seeking, and why he was an outsider in the 1950s, when serialism became the new orthodoxy."

The Heidelberg production of *Neues vom Tage*, part of a double-bill based on librettos by Marcellus

Schiffers, showed the young Hindemith at his provocative, dextrous best - eager to poke fun at traditional opera and German culture. Ulrich Peters' staging, designed by Klaus Teepe, preserved the period setting, but missed some of Hindemith's wittiest coups - notably in the museum scene, where the smashing of the statue of Venus went virtually unnoticed. Cast and chorus, conducted by Peter Stangel, were often at sea with Hindemith's hectic rhythms.

The company had an easier time with the second part of the bill, Misha Spoliansky's satirical opera *Rufen Sie Herrn Plim* (Send for Mr Plim). Spoliansky was one of Marlene Dietrich's key song-writers in 1930s Berlin. He moved to London after the Nazi putsch and died in relative obscurity in 1985. *Rufen Sie Herrn Plim* (1932) is an uproarious 50-minute satire on sales techniques in modern department stores, merging opera with the 1920s style of revue and chanson. Heidelberg certainly did it justice, with Christian Elsner capturing all the pithos of the title role. Taken together, *Neues vom Tage* and *Herr Plim* made an enterprising programme - packed with popular appeal.

Theatre/Sarah Hemming

Blasted by violence

Audiences mounting the stairs to see Sarah Kane's *Blasted* at the Royal Court are advised by a notice that some people might find the play disturbing. Disturbing? Surely not. You mean there are people out there who might object to two hours of offensive language, physical abuse, rape, huggery, masturbation, mutilation, defecation and er, let me see, are we forgetting anything? Oh yes, of course, cannibalism. Disturbing? You'd have to be disturbed not to find this grotesque little play deeply depressing.

Of course, plenty of dramatists have explored this sort of thing before. The revenge tragedians would probably think us a lily-livered lot to object to a spot of baby-eating and eyeball-chewing (no kidding) on stage. And Shakespeare was no slouch when it came to depicting horror and violence. But he did offer plot, character, poetry and a coherent moral framework. *Blasted* just provides incident upon incident of violence and degradation.

I am sure Sarah Kane and her director, James Macdonald, do not intend to present gratuitous violence that simply upsets: Kane seems concerned with the dehumanising effect of war and her play is a genuine endeavour to tackle the problem of living in a society where violence and hatred are all around.

She neither glamorises violence nor renders it acceptable by placing it in context; in fact, her play is a bold attempt to deal with it neat.

The problem is that she is hoist by her own petard. There is not enough besides the degradation so it emerges as gratuitous, oppressive and, finally, tedious.

Into a blandly decorated hotel room come Ian, a raddled tabloid journalist, and Cate, his disturbed young ex-girlfriend. He is smoking and drinking himself to death; she

is prone to unexplained fits. He is loathsome; she is pure (Pip Donaghy and Kate Ashfield do as much as they can within these confines) and for the first hour of the play, he expounds his bankrupt philosophy of life and tries to cajole or force his prey into bed. Then just as this is becoming unbearably boring, hey presto, into the room strides a soldier with a rifle (Der-mot Kerrigan), who proceeds to humiliate, terrify and torture Ian - but not until he has subjected him and the rest of us to detailed descriptions of his appalling war crimes.

What is going on? Hard to say. Perhaps it is a dream, or perhaps civil war has broken out in Britain and we are seeing in a Leeds hotel what people in Bosnia have to endure. Or perhaps the war zone is symbolic and universal - whatever. Kane explores the easy slide into barbaric behaviour. There are several problems with this. We already know how brutal people can be and how profoundly distressing this is: just serving it up achieves nothing but to remind us. Secondly, we care so little about the play's characters that their descent into hell has little meaning. Thirdly, the catalogue of horrors work against itself and finally becomes absurd. At the end, Ian, who has missed his English breakfast in all the excitement, takes a bite out of a dead baby (ah well, what can you expect of a tabloid hack?), while she, whom we know to be a vegetarian, sinks her teeth into a greasy sausage.

The play is clearly a cry from the heart and perhaps violent times demand violent art: the trouble with *Blasted* is that, whatever its aims, it contributes little to our understanding, and its pointless violence just comes over as pointless.

At the Theatre Upstairs, Royal Court, London SW1



Pip Donaghy as the tortured Ian

INTERNATIONAL ARTS GUIDE

AMSTERDAM

CONCERTS
Het Concertgebouw Tel: (020) 671 8345

● Semiramide: by Rossini. Ion Marin conducts the Royal Symphony Orchestra at 1 pm; Jan 28
● The Royal Concertgebouw Orchestra: Valery Gergiev conducts Bartók and Stravinsky at 8.15 pm; Jan 25, 26, 27

OPERA/BALLET
Het Muziektheater Tel: (020) 551 8922

● L'italiana in Algeri: by Rossini. Produced by Dario Fo, conducted Alberto Zedda at 8 pm; Jan 24, 26

BERLIN

OPERA/BALLET
Deutsche Oper Tel: (030) 341 9249

● Alcibiades: by Verdi. Conductor Stefan Soltesz, production by Götz Friedrich at 7 pm; Jan 25 (6 pm), 26 (6 pm)

● Ballet Evening: conducted by Sebastian Lang-Lessing. Nacho Dutoy, Glen Tetley and Harris Mandatounis choreograph works by

Debussy, Poulenc and Stravinsky at 7 pm; Jan 27 (7.30 pm)
● Der Fliegende Holländer: by Wagner. Conducted by Heinrich Hollreiser, production by Gustav Rudolf Sellner at 7.30 pm; Jan 31
● Madame Butterfly: by Puccini. Conductor Sebastian Lang-Lessing, production by Pier Luigi Samaritani at 7 pm; Jan 26 (7.30 pm)

BONN

OPERA/BALLET
Oper Der Stadt Tel: (228) 7281

● Tannhäuser: by Wagner. Conducted by Jiri Kout, production by Götz Friedrich at 8 pm; Jan 29
● Tutiguri: by Rihm. Choreographed by Moses Pendleton, conducted by Arturo Tamayo at 7.30 pm; Feb 2, 3

BRUSSELS

CONCERTS
Philharmonique de Bruxelles Tel: (02) 507 8434

● Champs-Élysées Orchestra: with cellist Christophe Coin and conductor Philippe Herreweghe plays Schumann at 8 pm; Jan 23

FRANKFURT

CONCERTS
Alte Oper Tel: (069) 1340 400

● Philharmonia Orchestra London: with pianist Zlman Barto, and conductor Lawrence Foster plays Beethoven and Brahms at 8 pm; Jan 24

LONDON

CONCERTS
Barbican Tel: (071) 638 8891

● Pierre Boulez: conducts the London Symphony Orchestra with soprano Jessye Norman and the London Symphony Chorus for part of his 70th birthday celebration. Music includes Berg, Bartók and his own, "Livre pour cordes" at 7.30 pm; Jan 24, 26, 29

Festival Hall Tel: (071) 928 8800
● Handel: Messiah: Charles Francoise conducts the Royal Philharmonic Orchestra and soprano Turid Karlsen, contralto Ruby Philogene, tenor Hirochisa Tsuji and bass Hubb Claessens at 7.30 pm; Feb 1

● Philharmonie Orchestra: conducted by Lawrence Foster plays Rossini, Paganini and Tchaikovsky at 7.30 pm; Jan 30
● Royal Philharmonic Orchestra: with soprano Galina Gorchakova and conductor Valery Gergiev plays Wagner at 7.45 pm; Jan 24, 31

● The London Philharmonic: jazz meets the symphony. Lalo Schiffrin conducts this fusion of classical and jazz traditions at 7.30 pm; Jan 28
● Vienna Philharmonic Orchestra: Bernard Haitink conducts Bruckner's Symphony No. 8 at 7.30 pm; Feb 2

GALLERIES
Barbican Tel: (071) 638 8891

● Impressionism in Britain: the first comprehensive survey of the development of Impressionism in Britain. Over 200 works by over 100 artists including Degas, Rottenstein and Whistler; to May 7

OPERA/BALLET
English National Opera Tel: (071) 632 8300

● Figaro's Wedding: in house debut for conductor Derrick Inouye at 7 pm; Jan 26, 28

● King Priam: a new production of Tippett's opera that opens the

London festival - Tippett: Visions of Paradise, to celebrate the composer's 90th birthday at 7.30 pm; Feb 3

● Filippotto: Jonathan Miller's updated version of Verdi's opera where the duke is a mafia boss at 7.30 pm; Jan 23, 27; Feb 1

Royal Opera House Tel: (071) 340 4000
● Così Fan Tutti: by Mozart. A new production directed by Jonathan Miller. Conductor Evelino Pidò. In Italian with English surtitles at 7 pm; Jan 23, 25, 28, 31; Feb 3

● Otello: by Verdi. Conductor Carlo Rizzi, director Elijah Moshinsky. In Italian with English surtitles at 7.30 pm; Jan 24, 26; Feb 1

● Troilus and Cressida: by Walton. An Opera North production conducted by Richard Hickox and conducted by Matthew Warchus at 7.30 pm; Jan 30; Feb 2

THEATRE
National, Lyttelton Tel: (071) 928 2252

● The Children's Hour: by Lillian Hellman, directed by Howard Davies at 7.30 pm; Feb 3

National, Olivier Tel: (071) 928 2252
● The Merry Wives of Windsor: by Shakespeare. Terry Hands directs his first production at the National. With Denis Quilley as Falstaff, Brenda Bruce as Mistress Quickly and Geraldine Fitzgerald as Mistress Ford at 7.15 pm; Jan 27, 28 (2 pm), 30

MADRID

CONCERTS
Fundación Juan March Tel: (91) 435 48 40/435 42 40

● Henry Purcell and Other English Composers: a series of concerts of

works by English composers such as Purcell, Tallis and Gibbons at 7.30 pm; Jan 25

NEW YORK

GALLERIES
Museum of Modern Art Tel: (212) 708 9480

● A Century of Artists' Books: Exhibition of 140 books from some of this century's foremost artists; to Jan 24

● Kandinsky: Compositions: exhibition featuring approximately 40 works including seven of the surviving "Composition" paintings; from Jan 26 to Apr 25

OPERA/BALLET
Metropolitan Tel: (212) 362 6000

● Cavalleria Rusticana / Pagliacci: by Mascagni/Leoncavallo. Production by Franco Zeffirelli, conductor Christian Bades at 8 pm; Feb 1

● L'Elisir d'Amore: by Donizetti. Produced by John Copely, conducted by Edoardo Gatti at 8 pm; Jan 24, 28; Feb 3

● La Nozze di Figaro: by Mozart. Produced by Jean-Pierre Ponnelle, conducted by James Levine at 8 pm; Jan 25, 28 (1.30 pm)

● Simon Boccanegra: by Verdi. A new production directed by Giancarlo del Monaco. James Levine conducts the opening night cast of Cheryl Studer, Plácido Domingo and Vladimir Chernov at 8 pm; Jan 23, 26, 30; Feb 2

PARIS

CONCERTS
Champs Élysées Tel: (1) 47 23 37

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Why the fiscal rules must be changed

I confess that I support the proposed balanced budget amendment to the US Constitution, to be debated later this week. I know that there are few surer ways of appearing rigid and reactionary, if not a little stupid.

Yet given that the federal government has not achieved a surplus since 1969 – the era of flower power and the Vietnam War – and shows no signs of achieving one in the foreseeable future, it strikes me that exceptional measures of some kind are required. A Constitutional amendment is a way of radically altering the rules of the fiscal game. It provides the best hope of creating a climate in Washington in which politicians can pursue fiscal policies that are truly in the national interest.

Economists claim that a balanced budget amendment would remove an important source of macroeconomic flexibility. Jurists protest that the Constitution – a sacred document – should not be cluttered with economic provisions. Politicians complain that responsibility for tax and spending belongs with elected representatives and not with the courts. Sceptics of all persuasions argue that legal remedies are no substitute for political will: if Congress were placed in such a straitjacket, it would simply fudge the numbers and put more programmes "off budget".

None of these objections is compelling. The lesson of recent decades is that fiscal fine-tuning does not work: counter-cyclical policies are best left to the monetary authorities. In any case, prohibiting deficits does not logically rule out a fiscal stimulus. If (to be fanciful) the federal government regularly ran a moderate surplus – say of 2.3 per cent of national income – it could provide a stimulus during recessions simply by saving less; it would not need to borrow a cent.

Nor is an amendment likely to be either ineffectual or create insuperable legal headaches. The main problem with past expedients such as Gramm-Rudman was that Congress could easily override them; reversing a Constitutional amendment is a long



MICHAEL PROWSE
ON AMERICA

process. The temptation to fudge the numbers would be restrained (if not eliminated) by politicians' respect for the Constitution, which they are sworn to uphold. Fears that judges would end up setting tax rates can be dispelled by looking at the states' experience: nearly all are required to balance their budgets but none of their legislatures has abdicated responsibility to courts. Politicians enjoy power too much to want to hand fiscal levers to judges.

Conservative critics worry that the focus on budget balance is misplaced. What matters, they say, is that the growth of public spending and taxation is restrained. A deficit of \$300bn (\$192bn) and public spending equivalent to 30 per cent of national income would be preferable, they say, to a balanced budget and public spending of 40 per cent of national income. They fear that if Congress were to refuse to limit the growth of spending, a balanced budget amendment could be used to lever up taxes.

To allay such fears, congressional Republicans have added to the amendment a provision stipulating that tax increases "supermajority" in both houses of Congress. Predictably, this is even more controversial than a simple balanced budget provision and appears likely to be voted down.

Critics say supermajorities are undemocratic because they give blocking power to a minority. Yet there is nothing sacred about majority voting. When legislation affects the vital interests of citizens (and taxation does because it is, in effect, the seizure of property), it is not unreasonable to require evidence of widespread popular support. Was it equitable

that Vice President Al Gore's casting vote enabled the Clinton administration to load the entire burden of tax increases in 1993 on 1-2 per cent of families?

Even if the supermajority tax provision fails, a Constitutional amendment requiring that current spending normally be financed by current taxation would be a sensible rule change. Deficit finance is irresistible because it enables politicians to extend benefits to favoured groups (for example, pensioners and farmers) without, apparently, imposing penalties in higher taxes on anybody; instead bonds are sold to willing investors and the burden is transferred to future generations which do not have a vote. In an open political system, such as Washington, where pressure groups wield tremendous power, such burden-shifting is liable to continue indefinitely – unless the rules of the game are changed.

A Constitutional remedy would be far from undemocratic because it could not be enacted without proof of widespread support: a two-thirds majority in both houses of Congress as well as ratification by three quarters of state legislatures. It is best seen as a means of ensuring that politicians stop pandering to the short-term interests of particular groups and instead pursue fiscal policies that are in the nation's long-term interest.

Nor are republicans cynical in arguing that it makes sense to agree on this rule change before explaining in detail how the rule will be obeyed. To set out in detail a precise route to fiscal balance in 2002, as demanded by Democrats, would simply invite opposition from the interest groups which the amendment is intended to thwart. If the amendment were passed, Congress would have a mandate to take the tough decisions – for example on "entitlement" programmes – that everyone now wishes to duck. And although unpalatable, the challenge is not unmanageable. The deficit is now about 2.5 per cent of national income. Reducing this to zero over a period of seven years is surely not an impossible task for a prosperous nation such as the US.

Mr Jacques Delors, who steps down as president of the European Commission today, will be remembered as one of the most talented, visionary and divisive figures of post-second world war Europe.

A thinker on a grand scale, Mr Delors has devoted the past 10 years in Brussels to one overarching goal: the creation of a united Europe able to punch its weight on the world stage next to the US and Japan, as well as China in the 21st century.

The single European market, the European Economic Area – the halfway house linking the EU to aspiring members – and the plans for political and monetary union are the building blocks of this enterprise, and each bears the indelible mark of Mr Delors. His contribution to the European cause rivals those of Jean Monnet, Walter Hallstein and Robert Schuman, the founding fathers of the European Community.

Yet the Delors decade also coincided with a polarisation of public opinion over European integration, and he admitted that he may have overreached himself in his final years. The recession of the early 1990s and the forces of nationalism unleashed by the end of the cold war account for much of the gloom; but Mr Delors himself must share the blame.

His uneasy combination of intellectual rigour and populist polemics irritated people in the UK and Denmark who take a more detached view of Europe. In his native France, his support for a Franco-German led federation of European states provoked charges that he was a collaborator. In Germany, where he still earns credit for his support of German unification inside the European Union, his name became a byword for Brussels meddling.

Mr Delors is a mass of contradictions. As Charles Grant writes in his biography: "He is a socialist trade unionist who once worked for a Gaullist prime minister and who describes himself as a closet Christian Democrat. He is a practising Roman Catholic who takes moral stances and claims not to be ambitious; yet he is a crafty political tactician who enjoys power and has held the Commission in an iron grip. He is a patriotic Frenchman with a vision of a unified Europe."

He arrived in Brussels 19 years ago, a little-known former French finance minister with ideas about a single currency and common European

The Europe that Jacques built

As Mr Delors steps down, Lionel Barber assesses his contribution to the Union

defence. He soon realised that he would have to proceed slowly, and so confined himself largely in 1985-88 with the project to create a barrier-free internal market by 1992.

The idea of a single market was hardly new; it first appeared in the 1857 Treaty of Rome. Nor was Mr Delors the sole architect. He received invaluable assistance from Lord Cockfield, one of the two UK commissioners. But Mr Delors grasped a point which eluded many of his opponents, including former UK prime minister Margaret Thatcher, who saw the 1992 programme purely as an antidote to Europe's slow growth and its failure to create jobs.

Mr Delors understood that 1992 and its legislative counterpart, the single European act of 1986, were highly political. The act provided not only for the free circulation of capital, goods and services, but also people. Even more sensitive for sovereignty-conscious countries such as the UK, it provided for more majority voting, a weakening of the national veto, and an increase in the Commission's power.

Mr Delors was later to describe the 1986 act as his finest achievement: a slim treaty with plenty of muscle and no fat which laid the foundations for a united Europe. His experience with the follow-up Maastricht treaty on European Union in 1991 was a good deal less felicitous.

Maastricht's origins lie in the project to create an economic and monetary union in Europe, a goal first mooted in 1970 by Mr Pierre Werner, then Luxembourg prime minister, but which was derailed by the oil crisis of the 1970s and subsequent international monetary turmoil. Mr Delors believed in EMU for two reasons: it was the indispensable complement to a single market and it was the tool for breaking the monetary hegemony of the Deutsche Mark.

Mr Karl Otto Pöhl, former Bundesbank president, now says he regrets sitting on the Delors' committee which paved



the way for the Maastricht treaty's timetable for EMU. But Mr Delors' preoccupation with "locking in" Germany's commitment to a single currency project by 1999 came at a price. Germany pressed for a new European political union to compensate for the loss of the D-Mark, and to ensure non-inflationary economic policies are kept permanently in place across the unified currency area.

The collapse of communism in eastern Europe, and the implosion of the Soviet Union made it all the more necessary to rethink the political organisation of Europe. But like many other western European leaders, Mr Delors believed that allowing the eastern Europeans into the European Community would undermine it.

The subtext was that Germany too had to be "anchored" inside a reinforced EC.

The result was the Maastricht treaty which, despite its promise of "European Union", was a compromise which went to the heart of the ambiguities of post-war European history. In the end it was Britain and France which scuppered the dreams of a federal Europe, a testimony to the old great powers' nationalist tendencies.

Mr Delors saw Maastricht as an opportunity missed. In his words, "better a crisis than a bad compromise". The irony was that he came to be associated with a treaty which in many ways he despised, though this may have been a legacy of his high profile in the 1980s when he first earned the tag "Mr Europe", and made the

ill-advised boast that in 10 years "80 per cent of economic legislation would come from the European Community". Many figures would have crumpled under the onslaught against the Commission which characterised the Maastricht ratification process. The Danish "No" to Maastricht in the June 1992 referendum; the currency crisis leading to the virtual collapse of the European exchange rate mechanism in August 1993; and a recession which pushed the number of people out of work in Europe to almost 20m – all these threatened to drive a stake into Mr Delors' ambitions.

For a while Mr Delors seemed to lose the initiative; but he recovered with his 1993 white paper on European employment, competitiveness and growth.

All European leaders, including Mr John Major of the UK, agree that the document – which supports more open trade and measures to lower the costs of hiring employees – is intellectually respectable; more interesting, perhaps, is the degree to which Mr Delors has edged towards the free market camp since he came to Brussels. It is tempting to see Mr Delors' exit from Brussels as the end of a political era, especially after he elected not to run for the French presidency. President François Mitterrand of France and Chancellor Helmut Kohl of Germany, his two partners in the great leap forward in European integration, are also due to depart the stage, though Mr Kohl can stay on until the 1998 elections.

Yet Mr Delors would argue that Europe cannot spend only on personalities; it must rely on common interests. The test of the Delors legacy will be whether member states can fulfil the ambitious programme which he has set up, crucially the timetable for EMU. They must also find a way of organising a flexible Union, of between 20 and 35 disparate members, including central and eastern Europe, the top priority for the 1996 inter-governmental conference to review Maastricht.

In the meantime, Mr Delors intends to argue his case for closer political and economic integration energetically before the European public, perhaps through the creation of a committee to promote the cause. He can be sure of an audience. "Inside the House that Jacques Built," Charles Grant, published by Nicholas Brindley, £12.99

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-673 5333 (please set fax to 'Enc'). Translation may be available for letters written in the main international languages.

Asian deficits unlikely to lead to Mexican-style debt crisis

From Dr Bejoy Das Gupta.

Sir, Gerard Baker's article, "Asian borrowers" (January 17), asserting that a "Mexican-style debt crisis" in east and south-east Asia "may be in the offing" due to rising yen-dominated official debt and a sharp yen-appreciation is alarmist and unfounded.

Current account deficits in Asia reflect primarily the high rates of domestic investment and not Mexican-style consumption. Domestic savings are in excess of 30 per cent of gross domestic product in these countries, but domestic investment amounts to around 40 per cent of gross domestic product. There are no overwhelming short-term pressures on the balance of payments

which continue to be supported by strong growth in exports and rising equity flows, coupled with borrowings from private and official sources of relatively long maturities. Huge flows of hot money to fund fiscal deficits are not typical to this region.

While it is true that yen-dominated debt rose sharply during the 1980s, the fast growing Asian economies are not likely to sacrifice their market credibility by seeking to reschedule their external debt. Given their credit worthiness, they may seek fresh funds to retire some of the yen debt. Alternatively, they may take the view that a yen depreciation is in store in the near future, and sit out the

short-term rise in debt servicing. After all, it was not so long ago when the mighty dollar achieved near parity with the sterling, only to reverse itself over the next few years.

Countries in Asia have enjoyed unprecedented growth over several decades because of a commitment to macroeconomic stability, productive private investment, desirable public investment in institutions and people, and the regional demonstration effect. They are likely to adhere to these policies in the future. Mexico-troubled financial markets would do well to focus on the fundamentals.

Bejoy Das Gupta,
4700 Connecticut Avenue, NW,
Washington DC, 20008, US

Dangers of lobbying

From Mr Barrie Linley.

Sir, I am disturbed to read that Dame Angela Rumbold actively supports the view that an MP should be permitted to enjoy employment and a presumably remunerative, as a consultant to a lobbying agency ("Top Tory calls for MPs' code of conduct", January 19).

Although British, I have lived in the US for 16 years. It is my observation that a significant weakness of the US democratic system, and source of current US voter disenchantment, is that senators and congressmen are continually under the influence of lobby groups in Washington. Business associations and some leading corporations maintain offices in Washington to enhance their influence via lobby groups.

Our representatives, whether in Washington or London, are elected to represent their constituents. Lobby groups dilute the allegiance and ultimately corrode the heart of the democratic system.

Should the Nolan committee accede to the pressure from lobby groups and MPs seeking additional remuneration, British democracy will take a significant step down a very slippery slope leading away from impartial representation. Mr Major, do not let it happen.

Barrie D Linley,
president,
Britannic International
Corporation,
2655 Le Veine Road, Suite 306,
Coral Gables,
FL 33134, US

A high cost

From Ms Jane Campbell.

Sir, Thank you for Richard Mowbray and Michael Turner's letter (January 18).

I was beginning to think those in my household were the sole Scots whose thoughts on devolution were similar to theirs. Two questions need to be brought to the forefront of the argument and answered by the chattering classes at us:

1. What will it cost?

2. What will it achieve?

I fear the true answers would be at opposite ends of any realistic measure.

Jane Campbell,
3 Herries Road,
Glasgow, G41 4DE,
Scotland, UK

Responsibility for debts

From Mr Alan Magnus.

Sir, Re your article, "Suppliers left holding the baby" (January 17), there is a simple solution to the question of parent companies taking responsibility for subsidiaries' debts based on the concept of "holding out".

The law should be changed to require a parent company to take responsibility, ie treated as guaranteeing its subsidiary, if it allows its subsidiary to trade using the relevant part of its name in the subsidiary's name. Thus parent companies could make a decision as to whether they are prepared to stand behind their subsidiary

and it would be clear to creditors, customers and others whether or not the parent does so. One could then avoid much of the panoply of guarantees and complex agreements. The parent would remain liable for all its subsidiary's debts while the subsidiary trades under a name including the relevant part of the parent's name.

Once the subsidiary changes its name so as not to be held out as part of the parent's group, creditors would know they are not so protected.

Alan Magnus,
D J Freeman,
1 Fetter Lane,
London EC4A 3BR, UK

Employer/employee funding of training better than central fund

From Mr Peter Ashby.

Sir, Andrew Graham is right to argue that the debate about training should now be linked into the debate about individual learning accounts ("How to get better trained workers", January 18). But it could be a mistake to restrict ourselves by old-style notions of "levy/rebate", as he suggests.

If we really believe that transferable skills represent one of our key skill shortages, as Graham rightly argues, why just say that employers should pay into employees' learning accounts as a means of avoid-

ing a new training levy? Why not go one step further and say that all employers should be required by law to make a contribution towards their employees' learning accounts and forget about threatening to punish them with a levy to the government.

Let the money in their employees' accounts be seen as the levy; and a universal levy, with no exemptions.

This should have the greatest impact where it is needed most: on the vast numbers of small businesses with a poor training record (and which

might end up just paying the levy and getting on with "business as usual", under a levy/rebate system). For them, an obligatory payment – set at, say, 1 per cent of an employee's salary – would be a tremendous catalyst for dialogue about how employees will spend the money in their account, and what sort of learning would best benefit the business.

Such an approach might also be linked to a requirement that employees themselves should first demonstrate their commitment to learning, by making a

modest down payment of their own (set at a minimum of, say, £25). This would then trigger the obligation on the part of their employer to start contributing towards their account.

Both sides committed to joint funding of learning, through employees' learning accounts – that really could offer us a modern, viable, without the awful bureaucratic apparatus of a centralised fund.

Peter Ashby,
principal consultant,
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London N8 9JA, UK

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Monday January 23 1995

The cost of Kobe

The response of the 1.5m inhabitants of Kobe to last week's earthquake was an impressive demonstration of the strengths of the Japanese social structure. Despite widespread shortages, queues for food and water were mostly orderly. Looting was minimal. Even the notorious *yakuza* gangsters, who traditionally play a minor role at street level in enforcing law and order, distributed supplies. In contrast, the authorities were slow off the mark. And in a country which sits at the junction of four of the world's 12 main tectonic plates, the admission by prime minister Mr Tomiichi Murayama that current legislation prevented the government from carrying out earthquake relief effectively was astonishing.

With a tally of nearly 5,000 dead, the present upheaval does not compare with the Great Kanto earthquake of 1923, which killed 240,000 and destroyed a tenth of the nation's tangible assets. The damage this time is mainly in the city of Kobe itself, where estimates of the replacement cost range from ¥1.4 trillion (\$15bn) upwards. That would be a mere blip in a country with a gross domestic product of some ¥400 trillion (\$4,000bn). But it ignores the wider cost that will stem from the governmental review of construction techniques in motorways, bridges and railways, which were thought quake-proof and have been found wanting.

In a paternalistic and highly regulated society, expectations of government on public safety run high. The Japanese are understandably disillusioned. Given that seismologists believe that another earthquake in the Tokyo area is imminent, the political pressure to overhaul defective infrastructure and buildings across the country will be immense. The fiscal response may thus be of greater global significance than appears at first sight.

Supply and demand

In economic terms a big earthquake delivers both a supply shock and a demand shock. The initial cost is in lost production and transport delays. Then comes a stimulus from the remedial fiscal package, since in Japan the costs fall mainly on the public sector. Corporate investment also

risks as companies spend on new plant and machinery. Household savings will tend to fall, as people spend on new houses and possessions, unless the flow to confidence leads to an increase in precautionary saving. While unlikely, such a reaction cannot be ruled out. But the more plausible outcome, overall, is that the net impact will add to economic growth, while reducing the trade surplus. And since Japan's output is well below potential, there should be little upward pressure on short-term interest rates.

Increased investment

With increased investment and lower savings, the world's biggest creditor country will be exporting less capital. But in a bond market where new issues of government IOUs are expected to run at ¥19 trillion (\$190bn) in 1995, a ¥1.4 trillion fiscal package would not make a notable difference to the global cost of capital. ¥10 trillion-plus might be another matter. Until there is a clearer indication of the government's longer term response, all that can be said is that the potential pressure on global capital cannot be ignored.

In the past, the economic response to earthquakes in Japan has often had profound consequences. After the 1923 earthquake the need to rebuild manufacturing capacity in Tokyo and Yokohama was perceived as an opportunity to shift the balance of the economy from light to heavy industry. A comparable positive outcome from Kobe might arise if the Japanese address the distortions in the construction industry that make it twice as expensive to rebuild a home in Japan as in the US. If that concern extended to the price of land itself, reform of the property market might deliver a substantial bonus to the Japanese people.

The more immediate priority is to address the seismic threat to Tokyo, where the National Land Agency estimates that a 1923-sized earthquake would destroy 35 per cent of all buildings in the Tokyo area while affecting millions more. The potential loss of life and the disruption to world trade and financial markets hardly bears thinking about. The one consolation is that seismological predictions are not infallible. But that is no excuse for more official inertia.

Northern Ireland waits

Efforts to sustain peace in Northern Ireland have reached a difficult point. Unionists are threatening to exploit Mr John Major's fragile parliamentary majority to dictate in advance the terms of a future political settlement. Five months after the IRA's ceasefire Sinn Féin has still to win conclusively the internal debate within the Republican movement over whether peace is preferable to violence.

Mr Major's handling of Northern Ireland deserves praise. He made it a priority of his premiership soon after he entered 10 Downing Street. He has taken significant risks without receiving commensurate credit. The atmosphere in the province has been transformed since the ceasefire. Mr Major's attitude to Sinn Féin and to the Protestant paramilitaries has been well-judged. Peace has proved its own best advertisement.

Now the prime minister must ensure the momentum does not falter. The unionists' decision to flex their political muscles at Westminster and the uncertain balance of power in the ranks of the IRA underline the risks of political immobility. Mr Major and Mr John Birtton, his Irish counterpart, need to entrench the popular mood in Northern Ireland against a return to violence.

The two prime ministers ought to produce soon the promised framework document for a comprehensive political settlement in the province. The document has been under discussion for nearly a year. Sir Patrick Mayhew, the Northern Ireland secretary, and Mr Dick Spring, the Irish foreign minister, will meet later this week in the hope of getting an agreed text early next month.

Balance

The document will not be uncontroversial. No effort to balance the legitimate veto on Irish unity held by the unionist majority in the North with the equally legitimate aspirations of nationalists could be anything but contentious. But unionists and nationalists alike must be persuaded that political compromise is a prerequisite for a permanent peace.

The main themes have already emerged. Plans for an assembly in Belfast will be set alongside proposals for a series of North-South

boards with authority in such areas as transport and tourism. The Dublin government will pledge revision of its constitutional claim to the North. London will agree amendment of the 1920 Government of Ireland Act.

The Official Ulster Unionists (OUP) have objected strongly to the all-Ireland dimension represented by the proposal for cross-border organisations. At the weekend Mr James Moynihan, the OUP leader, added his voice to those warning that the creation of such institutions would represent the establishment of "joint authority" over Northern Ireland.

Skillful

The hardening in his position is in part skillful political brinkmanship. It may also owe something to the jostling among his colleagues for the eventual succession to the 74-year-old Mr Moynihan.

Either way the unionists displayed their parliamentary clout in last week's vote on EU fishing rights, extracting a pledge that marine fishing would be exempt from cross-border co-operation. Now Mr Moynihan is turning his back on the EU and has already had a taste for controversy. This time she has managed to invoke the irritation of her own government.

In Denmark, pensions for ex-ministers are suspended if the person again becomes a minister or obtains another job in government service; but there are no regulations covering former ministers who become EU commissioners.

There are precedents, however. The two former Danish ministers to become a commissioner, including the outgoing Henning Christensen, have voluntarily waived their Danish pensions.

Mogens Lykketoft, a Social Democratic Party colleague of Bjerregaard and minister of finance, wrote to Bjerregaard two months ago, asking whether he intended following this honourable tradition. He's still waiting for a reply.

At the end of last week Bjerregaard said that he will let Lykketoft know his decision today, when the formalities of his EU appointment - which takes effect on Tuesday - are completed.

In response to Bjerregaard's shilly-shallying, Prime Minister Poul Nyrup-Rasmussen's inclination was to pass legislation to force Danish EU commissioners

Investment bankers who make their living helping businesses raise equity on international capital markets enjoyed a bumper year in 1994. Companies ranging from giants like Tele Danmark to minnows such as Societatea R, a Romanian publisher, raised more than \$53bn (\$34bn) in international share issues, according to Euromoney Bondware, the information group. That was five times more than in 1990 and nearly 40 per cent more than in 1993.

Difficult conditions in world equity markets and a marked decline in investor confidence in the emerging markets of Latin America and Asia, in the wake of Mexico's devaluation in December, may slow down growth this year. In the first few weeks of January a number of Latin American and Indian companies have put capital-raising plans on hold.

But in the longer-term trend seems set to continue, as investment banks compete fiercely for mandates to do deals for companies such as Deutsche Telekom, the German telecommunications company, whose DM15bn (\$9.2bn) capital-raising exercise - planned for early 1996 - looks to be one of the biggest international equity offerings.

Bankers compare the current growth of international equity issues with the development of the euromarkets for currencies and bonds in the 1960s, 1970s and 1980s. In the euromarkets, companies, governments and agencies raise funds or issue securities in currencies other than their own domestic currency. The eurobond market is now deeper and more liquid than most national debt markets.

"It is inevitable that the equity market will go the same way," says Mr John St John, director of equity capital markets at Kleinwort Benson, a UK bank whose current activities include advising Gazprom, the Russian gas concern, on its plans to raise more than \$4bn in equity from foreign investors. Several factors are fuelling the trend. First, institutional investors, especially in the US, have been increasingly won over by arguments that investments in overseas companies can help them increase returns. It can also reduce risk, by spreading investments across countries, different types of financial instrument and economic sectors.

In recent weeks, mutual fund investors have become more cautious about investing overseas, especially in the wake of Mexico's devaluation in December. This may slow down growth in the market this year. The flow of capital from mutual funds - which spearheaded the US drive into foreign equities over the last three years - to overseas equity markets has slowed to a trickle.

Richard Lapper looks at the reasons behind an overwhelming demand for global equity issues

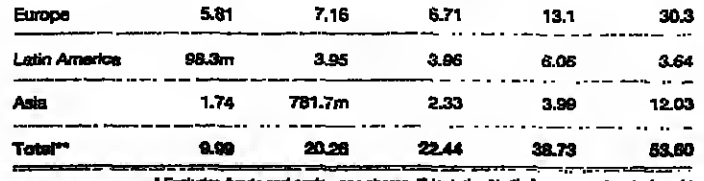
Spreading the world's wealth

Money across borders: rise in global equity issues



* Excludes bonds and preference shares. ** Includes North America and rest of world

Investment pattern of US equity mutual funds (\$bn)



Source: Euromoney Bondware/AMG Data Services

Even so, the flow of capital is unlikely to dry up completely. The managers of US pension funds, which increased their international holdings to 7.4 per cent of all assets by the end of 1993, up from 4.7 per cent the year before, take a longer-term view and are unlikely to shift gear as quickly as their colleagues in the mutual funds.

Some bankers expect US pension funds to raise their overseas investments to a possible 10 per cent of overall assets within the next two years. Mr Marcus Grubb, international equity strategist with Salomon Brothers, believes that in the longer term, growing interest in overseas equities among investors in continental Europe and Japan will offset any decline in interest from the US.

"There is a huge amount of investable liquidity which has been generated by growth since the second world war," says Mr Grubb. The younger generation is much more interested in equities and less risk-averse.

Second, there are continuing improvements in communications which makes it easier for bankers and securities firms to market shares to investors in diverse national markets. Further improvements will make it cheaper to raise capital on international equity markets. The trend is also supported by the growing availability and use of derivatives instruments that derive their value from that of an underlying asset or index. By initially buying derivatives, fund managers can take stakes in overseas markets more cheaply than by directly investing in them.

Third, there is no sign of any let-up in economic liberalisation. Few governments now impose exchange controls, which have restricted equity flows in the past.

Looser regulation of securities markets has also made share issues more practicable for many companies. In the US, the modification of securities laws has made it easier for companies to issue so-called "depositary receipts", certificates that trade as proxies for underlying shares, to institutional investors.

Depositary receipts, which can also be listed in London, Luxembourg and other markets, allow

can be little doubt that the demand for capital will continue to grow. The size of equity markets and the number of companies quoted has risen sharply in recent years.

One of the main reasons for this is that dozens of countries have begun to sell their nationalised industries and utilities. Privatisation has been widely adopted by governments in Europe and Latin America, increasing the number of companies listed on local stock markets and the amount of shares available for international investors. And last year saw a number of big Asian privatisations.

Mr Grubb points out that budgetary and debt pressures in Europe will continue to give impetus to the trend, even though many governments do not share the ideological zeal which informed British privatisation in the 1980s.

In addition, deregulation and liberalisation have fostered the strong growth of the private sector in many economies previously dominated by the public sector. Growing companies in regions such as Latin America are often unable to satisfy their capital requirements from local stock markets.

Bankers concede that business is likely to be tougher this year after the decline in investor confidence in the emerging markets of Latin America and Asia. Companies will have to compete harder for available capital, they say.

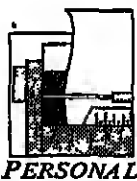
"It will be a more competitive market for the issuers and not all deals will get done," says Mr Charles Kirwan-Taylor, managing director corporate finance at BZW, the investment banking arm of Barclays in London. "Demand will be there less often and in less quantity. US pension fund managers will be worried about stepping on a landmine. They will do their homework more carefully."

The consensus among bankers, however, is that in the longer term the trend towards a global equity market will continue. Already in sectors such as telecommunications and utilities analysts are assessing the value of companies not against national market price earnings ratios or other valuation benchmarks but against their international competitors.

"In the long run," says McKinsey Global Institute, the management consultancy, in a recent study, "regulatory and information barriers to understanding equities across markets are likely to be eroded just as they were in the bond and foreign exchange markets."

"There are some pretty fundamental forces at work," says Mr St John. "In the long term, this is a trend which it will be difficult to push against."

The importance of basic research



PERSONAL VIEW

Scientists are by nature optimistic. It's necessary to believe that you can answer a question, that you can solve a problem. If you don't believe that, you won't even try. In relation to the future of British science, I partly share this optimism, but I am also pessimistic.

There are many outstanding scientists and a score of institutions that rank among the best in the world. But science is not held in high regard in society, and this is reflected in the poor level of financial support that science receives from the government.

Research funding is not increasing, and in some important areas it is decreasing. It is not keeping up with the level of support of other developed countries in the European Union and elsewhere.

The suppliers of the funds, primarily the government, are demanding closer control in the name of efficiency. Recently a plan has been initiated to involve industry in defining the area in which

research, including basic research, will be done.

If scientists are to create the ideas that will generate the new technologies of the next century, they should be encouraged to have their own ideas, not continue with those that industry already has.

I recognise that some of the most important scientific insights have come from the solution of industrial problems. But there has to be a balance to allow scientists to set their directions guided by their own curiosity - even though it is not seen as immediately valuable to industry.

I speak with some knowledge of the application of science from the results of basic research. My colleagues and I started with an inquisitiveness about why some people become ill and others do not, examining especially, genetic control. It resulted in the discovery of the hepatitis B virus, diagnostic techniques for its detection, and the vaccine now used extensively worldwide. This has led to the saving of many lives and has generated income exceeding \$1bn for the companies that capitalised on the ideas.

If we had been assigned the task

of finding hepatitis B virus, I don't think it would have happened as fast, if at all; it started from a question in basic science without a specific application in mind.

There are other causes for discouragement. Science is held in low esteem. Too few school students wish to do science; they know that society does not reward it well. Further, there will be insufficient

Unless there are encouraging changes in the near future, science could wither and disappear

careers in science if the grants do not increase and if the money for research in academia is not increased. Unless there are encouraging changes in the near future, science could wither and disappear.

Why has this come about? The answer is partly the fault of the scientists themselves.

Despite some positive images provided by the media and literature,

the scientific community has not informed the public well about its goals, its motivation and, perhaps most important, its process. When I was at Oxford as a student in the 1950s, C.P. Snow's comments about the great divide between the "two cultures", science and the arts, were popular.

At the time, I thought they were exaggerated; I was living in a world of scientists and thought that communication with the arts world was pretty good. But my recent experience of working in Oxford has changed my views. In general there is a remarkable lack of understanding among non-scientists of what the scientific world is up to. This is particularly true in an educational system where specialisation starts early and which is parochial.

The leaders of society and government do not seem to regard their lack of scientific knowledge as detrimental. The perception, and fear, of creative arrogance is fostered in the literate mind by the unfortunate experiences of Victor Frankenstein and his scientifically inspired monster. Those who govern the nation are rarely scientists and, although

counsel is available, the soil of officials' understanding has not been prepared by their education for the reception of scientific ideas.

Is it possible to alter the curriculum so that students reading non-science subjects receive a better science education, or devote a part of their education to science? Why not a four-year programme for some students, starting with physics, chemistry, zoology, maths or other science and then continuing to politics, economics or other subjects?

Science provides an exciting and rewarding life, and its practitioners deserve a larger share of the regard and rewards of society. The next millennium will favour nations that have invested in basic scientific research. They will possess the ideas from which new industry will emerge.

Baruch Blumberg

The author, an American scientist, was joint winner in 1976 of the Nobel Prize in Physiology or Medicine. He was master of Balliol College, Oxford, between 1959 and 1984.

OBSERVER

Ritt sets the pace

■ Ritt Bjerregaard, Denmark's new European Union commissioner, who recently said the EU's parliament is "not a waste of time", may have a taste for controversy. This time she has managed to invoke the irritation of her own government.

In Denmark, pensions for ex-ministers are suspended if the person again becomes a minister or obtains another job in government service; but there are no regulations covering former ministers who become EU commissioners.

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In response to Bjerregaard's shilly-shallying, Prime Minister Poul Nyrup-Rasmussen's inclination was to pass legislation to force Danish EU commissioners

to give up their pension, which in Bjerregaard's case is worth Dkr166,000 a year. But now he thinks that would be unconstitutional because to be of any use it would have to be retroactive, and that's not on. So it looks like Ritt will manage to have a right good time anyway.

Brussels bound

■ Sir John Kerr, hot tip to succeed Sir Robin Renwick as UK ambassador in Washington, will be sorely missed in Brussels where he enjoys a reputation as a quick-witted, ruthless negotiator with a love of domestic political gossip and intrigue.

Among his fellow EU ambassadors in Brussels, his only peer is Pierre de Boissieu, the aloof, but equally amusing French permanent representative. As for Kerr's successors, Stephen Wall, 48, the UK ambassador in Lisbon, and Michael Jay, 46, director for European Community and Economic Affairs at the Foreign Office, are in the running, with the smart money backing Jay, the junior of the two.

Noble man

■ The Philippines is a poor country with more than its fair share of natural disasters and more used to receiving aid than handing it out. However President Fidel Ramos has

responded to the Japanese earthquake in a statesmanlike way. He is donating his entire January salary of Pesos 25,000 (equivalent to around \$1,000) to a relief fund set up by his government.

It is peanuts compared with the \$1bn that the Philippines receives in development assistance from Japan each year. But it is a worthy gesture and a reminder of how modestly Ramos is remunerated for his efforts in sorting out the Philippine economy. By comparison Singapore's Prime Minister Goh Chok Tong earns \$896,000 (\$86,000) a month.

Morgan spotter

■ Is J.P. Morgan really interested in the House of Warburg and its fund management arm, Mercury Asset Management? Once upon a time, J.P. Morgan would not think of flirting with one of Morgan Stanley's cast-offs. After all, they are both descended from John Pierpont Morgan's stable.

However, it is 60 years since they split up and J.P. Morgan has a brand new chairman, Sandy Warner, keen to put his stamp on the bank. Warner, 48, was in London last week along with his predecessor, Dennis Weatherstone, and their presence helped fuel the feverish activity in Warburg and MAM shares.

It may all be a false alarm. It seems the occasion - Wednesday's goodbye dinner for Weatherstone -

was set up months ago. Then again, Eddie George, the Governor of the Bank of England, was in the party, as was Warburg's Sir David Scholey.

Badly listing

■ The world of chain letters has taken a feminist slant. A colleague has received a letter which claims to derive from a "woman like yourself in the hopes of bringing relief to other tired and discontented women". It instructs recipients to send a copy to five friends, adding: "Then bundle up your husband or boyfriend, send him to the woman whose name appears at the top of the list, and add your name to the bottom."

It promises that "when your name comes to the top of the list... you will receive 16,877 men and one of them is bound to be a hell of a lot better than the one you already have".

Love and money

■ The pop song has it that "girls just wanna have fun". Good job none of you actually takes pop music seriously. A survey by the US's largest shopping mall shows that 52.4 per cent of women and 46.3 per cent of men would like a 10 per cent salary increase rather than 10 per cent more fun. But maybe they believe that more money means more fun anyway?

Financial Times

100 years ago

Argentine President resigns President Saenz Pena today sent his resignation to Congress, which thereupon proclaimed Senator Uriburu, actually Vice-President, as his successor.

Dr Saenz Pena declares that he feels constrained to take this step in view of the general amnesty advocated by Congress and which he regards as a veritable stimulus to military anarchy and a discredit to the nation.

The Greek government tendered their resignation to the King this afternoon. The announcement of the Premier's action caused a panic on the Bourse. It is believed that a colourless Cabinet will be formed with a view to a dissolution of the Chamber.

50 years ago

Move to end false markets Following incidents arising out of the non-synchronisation of publication of final dividend statements and profit figures, the [London] Stock Exchange has... lightened up its rules regarding the disclosure of information so as to prevent the creation of false markets.

Factions manoeuvre in China as Deng era fades

By Tony Walker in Beijing

In the days before this month's spring festival holiday, life in Beijing appears to be proceeding normally. But an old man is dying, and beneath the cold winter surface there is uncertainty and a palpable sense of the end of an era.

As the health of senior leader Deng Xiaoping declines, anxiety about the future builds. China is at pains to emphasise that order prevails, and so it does - outwardly.

But behind the scenes, factions manoeuvre, forging flimsy alliances, making deals, wooing powerful military figures in an attempt to shore up positions. In spite of much preparation for the post-Deng regime, the "mandate of heaven" will not pass easily to China's new rulers.

As the watershed approaches between Deng's generation of revolutionaries, whose claims to power were forged in battle, and their successor apparatchiks, who have made their way through a party and bureaucratic minefield, China finds itself in a kind of limbo.

This uncertainty transmits itself to surrounding areas. Rumours about Deng's failing health - he has Parkinson's disease and other degenerative ailments - spread like ripples across Asia and beyond, unnerv-

ing markets and sowing doubts about China's stability. Last week was no exception, with another spate of reports about Deng's condition adding to nervousness among investors in places such as Hong Kong, Taiwan and Singapore.

It is clear China's patriarchy is now too infirm to provide even the flicker of energy required to advance reforms or mediate between competing groups. This is an important role for any leader in China where often bitter factional struggles are played out behind closed doors.

In an interview earlier this month with the New York Times, Deng Rong, Deng Xiaoping's youngest daughter, gave the clearest sign yet that her father's health, as suspected, has deteriorated markedly in recent months.

"His health declines day by day. People have to understand that at this point he's 90 years old, an old man. And someday there will be a day when he passes away," Ms Deng said.

She added that her father could not walk without two people supporting him, but that he refused to use a wheelchair since he felt that after sitting in one he would not be able to "get up again".

In China, while a leader of Deng's stature still breathes his influence persists, wielded

through family and close associates. Mao Zedong may have been mentally unstable in his last years, but he remained the dominant figure in China, albeit an erratic one, until his death in 1976.

Likewise, Deng's health may have deteriorated to the point where he is barely conscious of what is going on around him, but while he survives his successors will be extremely reluctant to assert themselves.

The leadership is going through the motions, wounding politically correct Dengist slogans of "reform and opening", while eschewing adventurous policy-making. The slowdown in state enterprise reform is a case in point of a timid leadership seeking to avoid conflict and controversy at this time.

China's ultra-cautious approach to the GATT discussions where its market access offers fell well short of the minimum expected by its trading partners is another example of timidity at present. No Chinese leader wants to risk offending powerful interest groups in these uncertain times with everything to play for in the post-Deng era and much to lose in the meantime.

China's drift is set to continue as the shadows lengthen on Deng's fading life.

See Lex

Britain's cabinet unites to urge back rebel MPs

By Kevin Brown, Political Correspondent, in London

The UK cabinet's pro and anti European factions joined hands yesterday to call for a rapid end to the Conservative government's dispute with nine rebel backbenchers excluded from its parliamentary party.

Amid signals that Mr John Major, prime minister, will take up many of the rebels' concerns at the European Union's inter-governmental conference in 1996, Mr Kenneth Clarke, chancellor of the exchequer, said there was "no sensible reason" for the revolt to continue.

In contradictory comments that contrasted sharply with earlier demands for a display of loyalty, Mr Clarke said his views on Europe were "indistinguishable" from Mr Major's, and assured the rebels the party could accommodate their views.

Mr Michael Portillo, the Eurosceptic employment secretary, looked to assure the rebels by saying that Mr Major had laid the groundwork for reconciliation by pledging to block further EU integration and ruling out economic union in 1997.

"There is nothing that the prime minister has said about his approach over the coming years with which these people could disagree. The prime minister has set out a programme on which these people could be content," he said on BBC radio.

Eight of the rebels were suspended from the parliamentary party in November after defying the government in a vote on UK contributions to the EU. The ninth resigned voluntarily. Their exclusion has left the government in a technical minority of five in the Commons. However, the support of nine Unionist MPs from Ulster has enabled the government to win most votes.

Downing Street increased the pressure on the rebels to return to the fold by letting it be known that the cabinet's overseas policy committee will begin discussing reforms of the EU this week.

Mr Major is said to want progress at the intergovernmental conference in areas including reform of agricultural and fishing policies, revisions to the qualified majority voting system, and scrutiny of the budget.

The appeal to the rebels coincides with increasing tensions over the Northern Ireland peace process between the government and Ulster Unionist MPs, putting the government's weaker than parliamentary majority at risk.

However, rebel MPs said they remained doubtful about the government's commitment to reversing the transfer of UK sovereignty to Brussels and restoring economic and monetary union.

Government pressed to curb all-Ireland idea, Page 6; The Europe that Jacques built, Page 12

THE LEX COLUMN

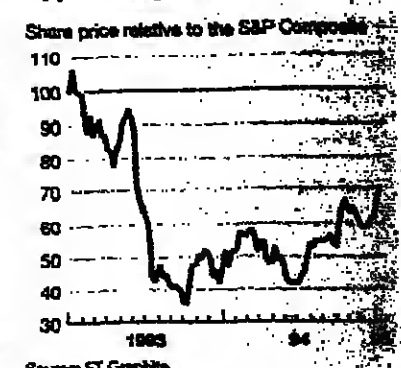
Eyeing up Apple

Apple is being swept up in bid fever. In the latest version, software group Oracle is being touted as a bidder. Last autumn, speculation focused on IBM. Even last week's good set of results did nothing to stem the rumours. Though Apple's immediate future is rosy, the prognosis thereafter is gloomy.

Apple is currently being hoisted by new products, which enjoy fat margins, and determined cost control. The longer-term doubts centre on whether the personal computer pioneer can avoid being squeezed out of the market by Microsoft. Microsoft's Windows is installed on nearly five times as many PCs as Apple's rival Macintosh standard, so software developers find it more profitable to write applications to run with it and users have a choice of 12 times as many programs. Macintosh may still be technically superior, but with the latest version of Windows due later this year and Apple cutting research and development, the gap seems set to narrow.

Hence the takeover rumours. When IBM was in the frame, the idea was that if it made PCs to the Macintosh standard, the Windows stronghold could be broken. The snag is that IBM seems incapable of deciding which of a series of conflicting PC standards to back. More entrepreneurial Oracle may be a better bet. The speculation is that it wants the rights to the Macintosh standard, which it would license to as many PC manufacturers as possible, but would find a buyer for Apple's manufacturing arm. That looks clever. The only question is whether anybody would pay billions of dollars for a manufacturing operation about to face competition from dozens of clones.

Apple Computer



Source: FT Graphika

main concern must be the strength of that programme. Given that opposition now focuses on the pace rather than the direction of change, the reforms look firmly entrenched.

Politically, the succession is also well-established. The release of the official health warning suggests Jiang Zemin and Li Peng are confident they will retain control. Neither has secured the military's loyalty, suggesting some risk. But there are few signs of pretenders on the sidelines.

Still, fears over Deng's death come at a time when the Hong Kong market is already jumpy. Shares have recently been hit by rising interest rates and falling property prices, both of which have knocked back earnings forecasts. Mexico's problems, which have unnerved US investors in emerging markets, have hardly helped. Further declines are likely when Deng dies, if only as a knee-jerk reaction.

German shopping

The *Ladenschlussgesetz* holds pernicious sway over the German retail sector. It is a law, dating back to the 1930s, which fixes shop-opening times for most shops. Its abolition is back on the agenda. The government is to be congratulated for raising the issue, long a political hot potato.

The law forbids shops to open late on any weekday other than Thursday and prevents them opening more than one Saturday afternoon a month, except in the run-up to Christmas. This not merely inconveniences consumers, who have to suffer overcrowded shops on Saturday mornings, among other indignities. It also leads to complacency on the part of retailers, which arguably infects the whole service sector.

Scrapping the law would delight

shoppers and benefit the German economy at both the macro and micro level. Higher levels of service would contribute directly to economic growth. Jobs would be lost at inefficient stores driven out of business by new competition, but more part-time ones would be created as the latter stores took on staff to cope with more flexible opening hours. Corporate earnings would benefit as companies' assets were used more intensively.

The problem is that there are powerful vested interests in favour of maintaining the status quo. The government's failure last year to abolish the *Rabattgesetz*, which regulates discounts and price incentives, is an example; it indicates the strength of the opposition to change from unions and small shopkeepers. But liberalisation of shop-opening hours is long overdue.

Stripped gifts

The gift market is poised for change. Not only is an "Asian reno" market expected this year, the obvious conclusion from the strategy of this week's gift auction is that the Bank of England is paving the way for "gift strips", under which a bond's interest and principal payments are separated. Launching long-dated gifts while the Bank suggests inflationary expectations are overdone seems strange enough. Giving through gifts the same maturity dates as two recent issues looks strange, however, it can all be explained as a means of building a stock of gifts with identical interest payment dates, a move vital to the creation of a liquid gift strip market.

Introducing *gifts* would continue the process of unbundling the UK's antiquated government bond market. Investors should find the ability to match specific liabilities appealing; they would be able to buy an instrument that produces cash-flow precisely when they need it. The value to investors of gifts that can be stripped should exceed those that cannot, so showing a few bonds off the government's funding costs.

There is a catch. International investors are unlikely to play ball if they have to fiddle with tax returns. The way round this would be for interest to be paid gross of tax. The Inland Revenue would lose out through delayed receipt of tax from UK taxpayers, but this would be counterbalanced by the government's lower funding costs. Though government borrowing is declining, a modern gift market is worth creating.

Half of UK companies 'fail' corporate governance code

By William Lewis in London

More than half of Britain's leading public companies failed to comply fully with the City of London's corporate governance code in its first year of operation, a study has found.

PIRC, an investment consultancy advising fund managers with more than £50bn (\$80bn) under management, found that out of 190 companies it studied, 100 had not complied fully with the Cadbury Committee's Code of Best Practice.

The Cadbury report was published in December 1992 following an 18-month investigation into corporate governance. It recommended that listed companies should state in their annual reports for financial years ending after June 30 1993 whether they complied with the code.

PIRC names the five "worst

offenders", which failed to implement at least four of six crucial corporate reforms suggested under the code. The companies covered were 190 of the biggest 250 by market capitalisation.

Associated British Foods, the food manufacturer, and Wm Morrison, the supermarket group, failed five corporate governance tests. For example, PIRC says both failed adequately to split up boardroom executive responsibilities, did not have enough independent non-executive directors and had not set up audit and remuneration committees in the required way.

The report pinpoints another three companies which had not complied with Cadbury in four out of the six main areas - Britannic Assurance, the life assurance company, British Land, the property company, and Scottish & Newcastle, the brewer.

Ms Anne Simpson, joint managing director of PIRC, said the report showed a small number of companies had "gone further" than Cadbury suggested, especially in the information provided to shareholders on boardroom remuneration.

The study is based on details provided by companies to shareholders before annual meetings between September 1993 and September 1994. It ignores corporate governance changes made by companies since then.

The two most common ways in which companies fail to comply with the code are either lack of properly established audit committees and inadequate numbers of independent non-executive directors on company boards.

A Corporate Governance Health Check, £295, Crusader House, 145-157 St John St, London, EC1V 4JQ

Berlusconi signals truce

Continued from Page 1

ment, that relationship of confidence has deteriorated dangerously," Mr Berlusconi said on Saturday.

Mr Dini will propose a limited government programme today: improving public finances; reforming the state pension sys-

tem; introducing new regional electoral laws; and beginning reform of the Italian media. He is also expected to give a firm signal of the government's will to proceed with privatisation. On Saturday, Mr Antonio Fazio, governor of the Bank of Italy, urged a "common effort" to tackle Italy's public finances.

If deputies from Forza Italia and its allies vote against Mr Dini on Wednesday, the outcome could hinge on the position of the Northern League, split between anti- and pro-Berlusconi factions. Reconstituted Communism, the far-left opposition party, agreed last night to oppose the Dini government.

FT WEATHER GUIDE

Europe today

A depression between Scotland and Norway will bring cool and unstable air to Europe. Western and north-western parts of Ireland and Great Britain will have wintry showers, some of them with thunder. Eastern England will have occasional cloud breaks.

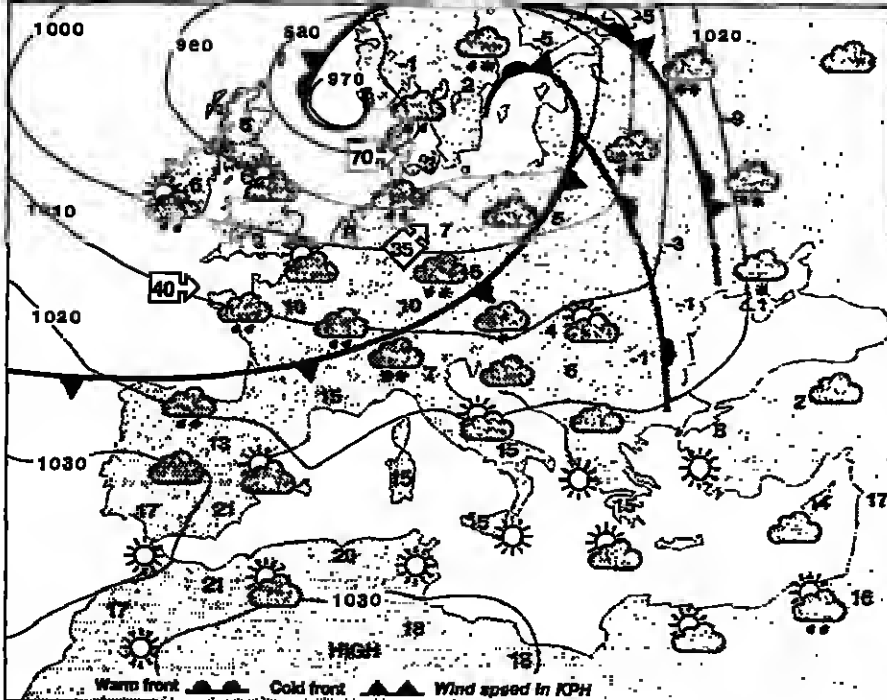
A small depression will flow north-eastwards over the Baltic Sea, bringing heavy snow to Estonia, Latvia, Lithuania, western Russia and Finland. The snow will combine with strong to near gale southerly winds, creating very cold conditions. Central France will have heavy rainfall as a front moves slowly eastwards. Tranquil conditions, with sunny spells, will persist over most of the Mediterranean and in the Balkans.

Five-day forecast

Tuesday will be unsettled in most of Europe. Western France, Ireland and Great Britain will have lessening winds and clearing skies, followed by a fresh depression which will enter Europe on Wednesday. Heavy rain may be expected in the northern half of France and in Belgium. The depression is expected to reach the North Sea on Thursday, drawing Arctic air from the north into western Europe. South-eastern Europe will be mild.

TODAY'S TEMPERATURES

	Maximum	Beijing	fair	2	
	Celcius	Beirut	showers	5	
Abu Dhabi	fair	23	Belgrade	fair	6
Accra	fair	32	Berlin	fair	7
Algiers	sun	20	Bermuda	fair	20
Amsterdam	showers	8	Bogota	fair	20
Athens	sun	15	Bombay	sun	32
Atlanta	snow	3	Brussels	showers	8
B. Aires	fair	31	Budapest	fair	4
Bham	showers	18	C.hagan	rain	3
Bangkok	fair	33	Cairo	cloudy	18
Barcelona	fair	16	Cape Town	fair	28

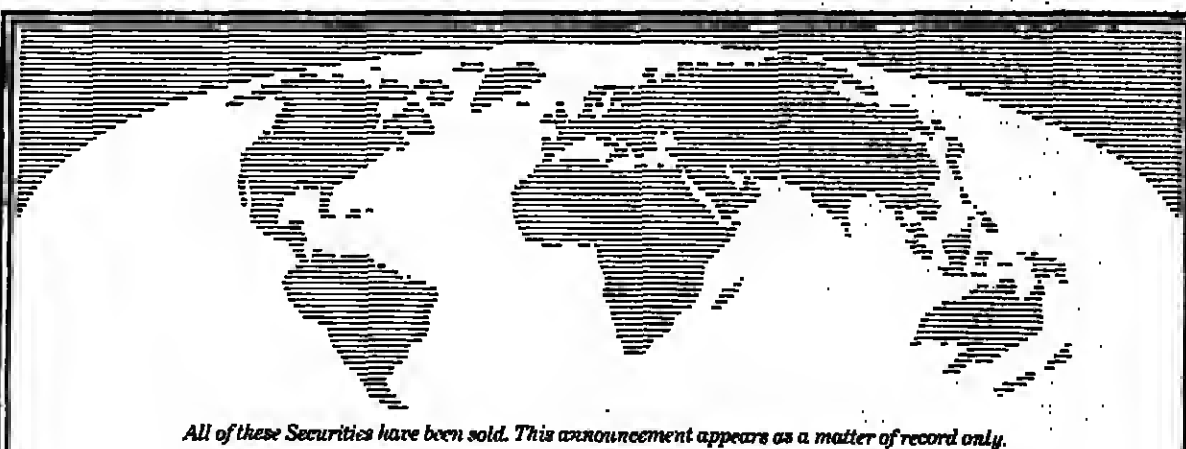


Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteor Consult of the Netherlands

Canaries	fair	30	Paris	cloudy	13	Perth	sun	31
Casablanca	cloudy	17	Frankfurt	sun	17	Rangoon	sun	1
Chengdu	fair	4	Geneva	sun	17	Reykjavik	fair	1
Cologne	cloudy	10	Glasgow	cloudy	8	Rome	cloudy	29
Dakar	fair	24	Hamburg	rain	8	S. Francisco	rain	12
Dallas	sun	24	Helsinki	snow	-5	Seoul	fair	2
Dahli	sun	22	Hong Kong	cloudy	20	Singapore	thund	31
Dubai	fair	24	Jaipur	showers	30	Stockholm	sleet	2
Dubrovnik	cloudy	8	Jakarta	showers	30	Strasbourg	rain	11
Edinburgh	cloudy	6	Jersey	showers	10	Sydney	showers	27
			Karachi	sun	27	Taipei	sun	13
			Kuwait	sun	17	Tokyo	fair	13
			Las Vegas	sun	20	Toronto	snow	-4
			London	cloudy	17	Vancouver	fair	7
			Luxembourg	rain	8	Venice	fair	8
			Lyon	rain	13	Vienna	fair	6
			Madrid	fair	18	Warsaw	sleet	5
						Washington	showers	21
						Wellington	rain	21
						Winnipeg	fair	11
						Zurich	rain	11

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Lufthansa



All of these Securities have been sold. This announcement appears as a matter of record only.

POSTEL

PostTel Investment Management Limited

U.S. \$870,000,000

European Equity Portfolio
Restructuring Transaction

Completed by Morgan Stanley acting as principal.

MORGAN STANLEY & CO.
International

December 1994

MARKETS
THIS WEEKGERARD BAKER:
GLOBAL INVESTOR
It must sometimes seem to the Japanese that they are concerned to prove again and again their remarkable capacity for resurrection. This century, the country has been brought to the point of destruction, yet each time has deserved to be called "miraculous". Page 18MARTIN WOLF:
ECONOMIC EYE
Foolish people seem to be drawing two conclusions from the collapse of the Mexican peso first, that another debt crisis is at hand; second, that the "neo-liberalism" of the 1980s and early 1990s was a mistake. They are badly mistaken. Page 18

BONDS:
US Treasury issues took a battering in the US credit markets at the end of last week amid a barrage of economic data suggesting that inflationary pressures were still running strong. Page 20

EQUITIES:
London - This week will present the stock market with a serious test of its confidence in the recovery in the domestic economy. New York - Sirens singing songs about steady monetary policy lured many investors on to the rocks last week. Page 19

EMERGING MARKETS:
Asia-hands were never inclined to believe the domino theory under which the collapse of confidence in Mexico was supposed to undermine Asian emerging markets too. Page 19

CURRENCIES:
The dollar's recent weakness, felt most keenly against the D-mark, is expected to continue until investors are convinced that US interest rates will be raised by an adequate amount. Page 19

COMMODITIES:
London's commodity traders will return from the weekend break today eager to see whether their markets can live up to the promise exhibited at the end of last week. Page 18

UK COMPANIES:
Northern Electric is today expected to launch its defence to the hostile £1.2bn bid from Trafalgar House as the company intensifies to have the offer referred to the Monopolies and Mergers Commission. Page 16

INTERNATIONAL COMPANIES:
Italy's takeover authority has cleared the way for Credit Italiano, the Italian bank, to launch an increased £3.77bn (\$2.37bn) offer for Credito Romagnolo (Rolo) of Bologna, without fear of being outbid by a rival consortium. Page 17

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This week: Company news

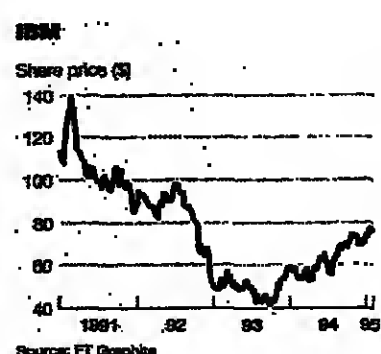
US COMPANIES

Market still wary of IBM despite earnings rebound

The US reporting season continues in full swing this week, with full-year figures expected from six of the 10 biggest US companies by market value. TODAY: A busy week for the pharmaceuticals giants should be kicked off by the biggest of them all, Merck (all dates are approximate). US companies being unpredictable in this respect. Estimates cluster around \$0.82 per share for the final quarter, a rise of 11 per cent. Also today comes IBM, where the sharp rebound in earnings is expected to continue into the fourth quarter, with earnings per share roughly tripled at \$1.75. For the full year this would give more than \$4.50, compared with a previous year loss. The market will be alert to any hint of future trading, especially given the recent departure of some top IBM executives.

Other results include American Express, Atlantic Richfield and the regional telephone companies Bell Atlantic and BellSouth. TOMORROW: The long-distance telephone giant AT&T seems to be stealing a march on its smaller long-distance rivals such as MCI, which reports on Wednesday. Expected fourth quarter earnings of \$0.88 per share would be up a remarkable 72 per cent on the year before, giving full year earnings up 31 per cent at \$2.15. Contrast the same-day figures from the New York regional phone company Nynex, where earnings may be up 10 per cent at best.

The day also brings a clutch of big pharmaceutical companies: Johnson & Johnson, Warner-Lambert and American Home Products. WEDNESDAY: A heavy day, the two biggest companies being Philip Morris and DuPont. A strong quarter is expected from the former, with earnings up some 30 per cent at \$1.26 a share. DuPont's quarterly earnings could well double as the upswing in the



chemicals cycle continues. Rival Union Carbide, also on Wednesday, could be up more sharply again.

Other results include Boeing, Minnesota Mining and Manufacturing, the personal computer maker Compaq, phone company MCI, Bethlehem Steel and the paper companies Georgia Pacific, Scott Paper and James River. THURSDAY: Another heavy day, led off by Coca-Cola. Remorseless growth in earnings is likely to continue, based on the company's success in penetrating ever more international markets.

Also on Thursday comes GTE, the biggest US local phone company. Earnings growth is likely to be meagre. Healthcare companies reporting include Schering Plough, Upjohn and Baxter International. Also expected are Gillette, the diversified manufacturer United Technologies, the chemical company Dow, airlines Delta and Southwest and the software companies Lotus and Borland.

FRIDAY: A quiet day, the biggest company to report being the media group Tribune Co., owner of the Chicago Tribune and other newspapers, plus TV and radio stations. Expected earnings in the final quarter are \$0.95 per share, up 19 per cent. Also on Friday comes the Cleveland steel producer LTV, where a strong underlying performance will be obscured by the fact that the company emerged from bankruptcy only 18 months ago, thus giving rise to non-comparable figures.

Other companies due this week are Lockheed, American Brands, Cummins Engine and Unilever.

OTHER COMPANIES

Finnish bank now skating on thicker ice

Kansallis-Osake-Pankki, one of Finland's leading banks, will hope to allay market fitters about its performance when it presents preliminary figures for 1994, three weeks earlier than planned, on Wednesday. Big credit losses will mean red figures for the fourth year running, but the deficit at around Fm1.6bn to Fm1.7bn (\$600m) will be down sharply from 1993's Fm2.7bn loss. Analysts expect the losses to end in 1995, because of a strong recovery in the Finnish economy, and will be looking for an optimistic assessment of prospects from the bank to confirm this.

Shell Canada: Two of Canada's biggest integrated oil companies, Shell Canada and Imperial Oil (70 per cent owned by Exxon) report results for the final quarter of 1994 this week. Strong chemical prices helped during 1994, though oil and gas margins tightened. BCE, the international telecommunications group, also reports for the final quarter.

Marks and Spencer and Burton: Trading statements from the two UK retailing groups will be closely inspected to try and gauge forecasts for the full year. Burton's is due to hold its AGM on Thursday, after which it intends to comment on the group's trading performance. M&S is expected to issue a trading statement on Christmas sales by the end of the week.

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Viacom to sell cable TV systems

By Richard Tomkins in New York

Viacom, the US entertainment and media group, has signed a \$2.3bn deal to sell its cable television systems to an investment group led by a black businessman which includes Tele-Communications Inc, the biggest US cable operator, as one of its partners.

However, the deal may be hampered by the announcement last week by Congress of an investigation into the special tax breaks that Viacom expects to obtain by selling its cable business to a company headed by a member of a racial minority.

Viacom announced on Friday night that its cable systems in Seattle-Tacoma, Northern California, Salem and Dayton would

\$2.3bn deal to take advantage of ethnic minority tax breaks may be hampered by congressional review

be purchased by RCS Pacific, and its system in Nashville would be bought by RCS Nashville.

Both RCS groupings are partnerships comprising Mitro, a company wholly owned by black entrepreneur Mr Frank Washington, and InterMedia Partners, a partnership that includes a subsidiary of TCI. Mitro, controls the partnerships holding 21 per cent of each, with InterMedia owning the balance.

Viacom had been discussing a possible sale of its cable systems to the partnership for some time, but the talks gained fresh impetus in December when TCI won federal government approval for a \$1.3bn cable television acquisition in Virginia. That ruling was taken as an indication that the regulatory authorities were prepared to allow cable companies to expand in adjoining markets.

Viacom's exit from the cable television business follows a decision by the company to concentrate on making and selling television programmes and movies, rather than trying to build up a bigger cable network.

The disposal will also help Viacom pay off some of the debts

from last year's two big acquisitions: the \$10bn takeover of Paramount Communications, the movie studio, and its \$5.4bn takeover of Blockbuster Entertainment, the video retailer.

Viacom said the \$2.3bn sale price would be settled in cash. The transaction is expected to be completed in the second half of this year, but is subject to approvals from the local franchise authorities and receipt of a tax certificate from the Federal Communications Commission.

If obtained, the tax certificate would allow Viacom to defer tax

liabilities from its profits on the sale if it reinvested the proceeds in another media acquisition within the next two years.

US tax rules grant this deferral as part of a policy to encourage the sale of media businesses to racial minorities. But last week Representative Bill Archer, the Republican chairman of the House Ways and Means Committee, said his panel would begin a review of the policy this month.

Critics say the tax breaks have been abused by groups that bring in minority figureheads to make purchases, only for them to disappear later. But the policy has been strongly defended by Mitro's Mr Washington, who was himself responsible for devising it while an official in the Carter administration.

Andrew Baxter reports on the transformation of the German lighting producer

Osram switches gaze to far-flung markets

Two years after a big US acquisition that put it into the world's top three lighting producers, Munich-based Osram, one of the industry's best-known brand names, is getting switched on to new markets.

The wholly owned unit of Siemens sees big growth opportunities in south-east Asia and eastern Europe. It needs to expand in both regions if it is to preserve its new position as the world's second biggest lighting producer, says Dr Wolf-Dieter Bopst, management board chairman.

Lighting up these territories would mark a further stage in the development of a company that 30 years ago had 60 per cent of its sales in Germany. Now 85 per cent of turnover comes from outside Osram's home market and fewer than 8,000 of its 26,500 employees are German-based.

Change came gradually until February 1993, when Osram bought the Sylvania North American lighting operations from GTE of the US. Sylvania's international operations were sold separately.

The deal is the main reason why Osram's turnover nearly doubled from DM2.95bn in 1992-93 to DM5.44bn (\$2.27bn) last year - underlying growth was a more modest 6 per cent.

Previously, Osram's US presence was very small, says Dr Bopst. "It was a niche business, and so long as GTE did not enter that part of the market, we had a

good position. Once they did, we had to do something." General Electric and Philips of the Netherlands are the other two global producers.

But the purchase presented big challenges for Osram. Sylvania was not profitable at the time and Osram has restructured it with a gusto rarely seen within Siemens, or other large German groups.

Working with the existing Sylvania management, which had cut 2,000 jobs in the run-up to the takeover, Osram closed six Sylvania factories in the US and shut five loss-making businesses, reducing the workforce by a further 1,800. More recently employment has risen by 200-400 because of better market conditions.

The restructuring at Sylvania was vital if Osram was to maintain its own profitability. The takeover was also risky, Dr Bopst admits, given that 1993-94 was a difficult period for the company. "We still had a recession in Germany, our biggest single market, and in Japan, where we have a joint venture with Mitsubishi."

On top of that, worldwide selling prices fell by 4 per cent. GE's presence in the European market is increasing price pressures, he says, and prices in the EU are converging at lower levels.

Consequently, restructuring was necessary in Europe too. Four plants were closed - two in the UK and one each in Spain and Germany, and a UK compo-

nents business owned jointly with Thorn EMI was sold.

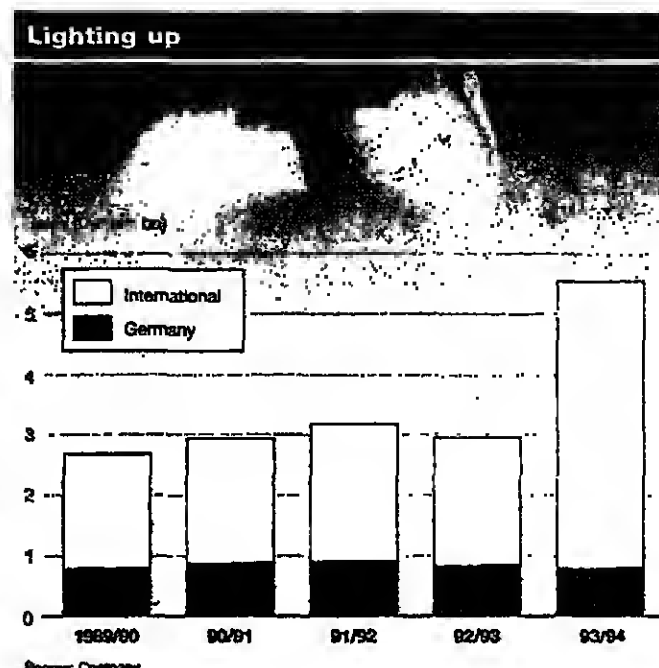
Along with ongoing measures to increase productivity, this enabled Osram to maintain its return on sales at 5.4 per cent last year, giving pre-tax profits - disclosed for the first time - of DM281m. In real terms, labour productivity rose by 14 per cent, according to Dr Bopst.

Although Sylvania has required heavy restructuring, the timing of the purchase - just as the US market began to recover - underlined the importance of a more balanced global presence for Osram, and a reduced exposure to Europe.

He points to various other benefits. Osram already claims market leadership in the more innovative, faster growing sectors of the lighting business such as compact fluorescent lights, metal halide and halogen lamps. The takeover has boosted research and development spending from DM100m to DM250m, strengthening the company's position.

The deal also shifted the emphasis in Osram's product range. It has lifted annual sales in vehicle lighting to DM900m, making Osram the world's biggest maker of vehicle lamps. That could be an important factor as Osram uses its bigger global presence to tap developing markets for lighting.

Asia, in particular, will be a crucial battleground for lighting manufacturers - just as it is for



western automotive producers. Dr Bopst believes Osram's presence in the region is less developed than that of Philips, but about the same as that of GE.

The most significant move so far for Osram was the signing of a joint venture agreement in China. Osram Fosham Lighting, 55 per cent owned by the German company, is due to have a new factory open in Guangdong province by the middle of this year.

The Osram chief believes Chinese sales could rise annually by up to 20 per cent and says a second factory is a possibility. Osram's long-term goal is 15-20 per cent of the Chinese lighting market. But it could also become a springboard for expanding sales in the region.

DM340m, dwarfing the DM60m sales in eastern Europe. Here too, Dr Bopst sees good growth prospects. This month, a sales office in Moscow was opened, adding to those in Prague, Budapest and Warsaw. But the immediate priority is the establishment of a factory in eastern Europe.

Setting up such a plant, which would either be a joint venture or a greenfield site, would be partly a defensive move. Both its rivals have plants in eastern Europe, and Osram would use the factory to make lamps with a high labour content but low production volumes, which cannot be produced economically in western Europe. But it could also become a springboard for expanding sales in the region.

Carmakers consider rugged luxury

By Kevin Done, Motor Industry Correspondent

The luxury car divisions of four of the world's biggest vehicle makers, General Motors, Ford, Toyota and Nissan have launched studies into the development of luxury off-road vehicles, threatening the dominance of the sector by Land Rover of the UK.

Ford is studying such a vehicle for sale under either its Jaguar or Lincoln brand names, while General Motors is investigating the expansion of its Cadillac range. Toyota and Nissan are examining the potential of building luxury sport/utility vehicles for sale under their Lexus and Infiniti brand names.

Land Rover, the leading European producer of four-wheel drive sport/utility vehicles, was one of the chief attractions for BMW, the German carmaker, when it bought Rover Group, allowing it to abandon the costly development of an off-road vehicle.

Leading carmakers are being forced to consider the development of luxury sport/utility vehicles by the rapid growth of the so-called light truck market in North America, to which many traditional luxury car owners are switching. This market includes pickups and minivans, as well as four-wheel-drive sports/utility vehicles.

Mercedes-Benz, the most prestigious European luxury car maker, has already chosen this market segment for the development of its first passenger vehicle factory in the US.

The Mercedes-Benz off-road vehicle will be built at a new \$300m plant under construction at Tuscaloosa, Alabama. It will be launched in the autumn of 1997 with an annual production capacity of 60,000-70,000, of which more than half will be exported.

Light truck sales in the US rose by 13 per cent last year to reach a record 6.1m and accounted for 40 per cent of the total US passenger vehicle market. New car sales increased by only 5.6 per cent to 8.9m and demand was mostly flat in the luxury car market.

Jaguar said confirmed last night that it was taking part in Ford's study of a luxury off-road vehicle, but said that such a vehicle was unlikely to be ready for production before the end of the 1990s.

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COMPANIES AND FINANCE

Northern Electric set to respond to Trafalgar bid

By Peggy Hollinger and Chris Tighe

Northern Electric is today expected to launch its defence to the hostile £1.3bn bid from Trafalgar House as efforts intensify to step up the political campaign to refer the offer to the Monopolies and Mergers Commission.

Mr David Morris, Northern's chairman, will be meeting politicians this week to highlight what he believes are issues of public interest arising from the bid.

These include the ownership structure behind Trafalgar, which is 26 per cent owned by HongKong Land, in turn controlled by Jardine Matheson of Hong Kong.

He will also claim that the first bid for a privatised utility in the UK should be closely examined as it will set a prece-

dent for other possible takeovers.

Meanwhile, Opposition chief whip Mr Derek Foster, an MP in the north-east, has claimed that under Trafalgar's offer shareholders would be "silenced and disenfranchised". Trafalgar is offering a range of options including cash valuing Northern at £10.48 a share, or cash and convertible preference stock.

Mr Foster said: "Holders of Trafalgar House convertible preference shares will have the right to receive notice of, but not to attend, speak or vote, at a general meeting of the company. At the present time all Northern Electric shares are ordinary shares so all can attend, speak and vote."

Mr Foster, Labour MP for Bishop Auckland, also claimed there was nothing to prevent Trafalgar House from "milk-

ing" Northern Electric's employees' pension fund by seeking a pensions contribution holiday.

Protection for employees under existing legislation was abysmal, he said, and the need for added protection was being considered by the social security secretary.

The electricity industry regulator has been asked by the Office of Fair Trading for its views on the bid. Professor Stephen Littlechild is expected to find that there is little reason for a referral as long as regulation does not suffer. However, the government could refer the bid on public interest grounds. Most analysts and industry executives believe the government will want to refer the bid rather than make what could be a politically controversial decision.

Wembley to proceed with £120m refinancing

By Tim Burt

Wembley, the operator of the famous football stadium, has signalled its determination to proceed with a £120m refinancing despite calls to remove Sir Brian Wolfson, its veteran chairman, by a leading institutional investor.

In a move likely to fan opposition from rebel shareholders, the debt-hurded stadium group is expected to ignore a warning from Guinness Peat Group, which controls 26 per cent of the preference shares, that it would oppose any refinancing in which Sir Brian remained chairman or chief executive.

Guinness Peat, the UK investment vehicle of New Zealand financier Sir Ron Brierley, has been disenchanted by Sir Brian's handling of the company, which was forced into a refinancing last year after losses doubled to £66m and borrowings reached £140m.

Since then, the company has considered rival refinancing packages from Apollo Advisers, the US investment house headed by Mr Leon Black, the former head of mergers and acquisitions at Drexel Burnham Lambert; Mr Harvey Goldsmith, the music impresario; and City entrepreneurs Mr Luke Johnson and Mr Hugh Osmond.

After eight months, however, the company has asked Charterhouse Bank, its financial advisers, to sound out institutional support for a go-it-alone strategy involving a £60m rights issue and similar sized debt-for-equity swap.

Existing shareholders would see their stake diluted to about 20 per cent under the proposals, with Wembley's 22-bank lending syndicate holding 25 per cent and the remainder open to new investors.

That has dismayed Guinness Peat, which said at the weekend that Sir Brian's continued presence was hindering the search for a rescue package.

Wembley's shares, which peaked at 157p in the late 1980s, will open today at 52p.

The £730m dream comes true

Sodexo, the French contract catering and services group, has finalised its £730m takeover of Gardner Merchant, the leading UK contract caterer.

The marriage of the two companies, which are of roughly similar size, will create the world's biggest contract catering group.

Turnover will be about £2.5bn from 11,500 operations employing 111,000 people in 70 countries.

Mr Garry Hawkes, who led Gardner's £402m management buy-out from Forte in 1992, said it was important to stress that the group had chosen to join Sodexo after nearly two years of considering a wide range of options for expanding the company.

"This is a transaction which the board and management of Gardner Merchant fully support because both companies have the same vision for building the world's leading international contract caterer."

M. Pierre Bellon, who founded Sodexo in Marseilles in 1969, said: "This is an alliance of companies which reinforce each other's strength both geographically and operationally."

Sodexo is acquiring the whole of Gardner's share capital for £543m cash, and is taking on £173m of debt in addition to the £730m of cash and debt which Gardner will pay preference shareholders £13m.

Gardner's management stands to make a substantial

David Blackwell looks at the wedding of Sodexo and Gardner Merchant, international caterers

amount from the deal. The top 1,000 managers are understood to own close to 20 per cent of the company and nearly 7,000 employees have share options.

Sodexo, listed on the Paris bourse since 1983, is funding the acquisition through a FF1.1bn (£132m) rights issue and a loan of FF2.2bn, with the remainder coming from the group's treasury operations.

The City will be disappointed that Gardner will not now be floated. However, observers believe that the marriage makes sense, giving Sodexo its first strong presence in the UK and leaving both groups with plenty of opportunity to expand in the US and the Far East.

Forte, which had retained a 24 per cent stake in Gardner, is understood to be satisfied with the deal. It will realise about £140m, taking the total raised from the disposal of Gardner and Alpha, the airline caterer, close to £700m.

Mr Hawkes, 55, will become a joint managing director of the enlarged group, with responsibility for the UK, US, Ireland, Singapore, the Netherlands, Malaysia, Australasia and Hong Kong.

He will take charge of expansion in the US, where Gardner is already the fifth biggest contract caterer following last



Garry Hawkes: chose to join Sodexo as the best route to expand

year's \$100m (\$64.1m) acquisition of part of Morrison Restaurants.

The other joint managing director will be M. Patricia Douce, 62, chief executive of Sodexo since 1990, who has been with the group 23 years. His responsibilities include France, Spain, Italy, Finland, southern, central and eastern Europe, Africa, southern and central America and the Middle East. Sodexo and Gardner have known each other for a long time. Sodexo was originally interested in acquiring Gardner from Forte in 1992 but balked at paying more than £400m.

Other companies have since expressed an interest, including Granada, the leisure and entertainment group which last summer offered £700m. The combined group's nearest rivals will be Aramark and Marriott, both of the US.

Chiroscience to start drug trials

By Daniel Green

Chiroscience, the biotechnology company floated on the stock market a year ago, will this morning announce it has been given permission from UK medicine regulators to start large-scale clinical trials with its lead drug, levobupivacaine, an anaesthetic.

The announcement will be followed later this week by a series of presentations on the company's progress with all its drugs candidates.

The levobupivacaine trials will be conducted on 165 patients in three centres. This is the first time that the drug will have been administered to patients rather than volunteers, according to Chiroscience.

The trials are scheduled to finish by the end of this year and the company hopes to submit the drug for approval in the first half of 1996.

Chiroscience specialises in separating "racemic mixtures" of two chemically similar substances.

McBride plans listing to fund acquisitions

By Tim Burt

Robert McBride, the former consumer products division of British Petroleum, is planning to come to the market in a flotation valuing the business at about \$350m.

Proceeds from the float, one of the largest announced in recent months, will be used to acquire rival manufacturers of household detergents, cleaners and personal care products.

The acquisition strategy is expected to focus on continental Europe, where the group has extended its presence since a \$270m management buy-out from BP in 1993. SG Warburg, the company's adviser, said

that the funds raised would also be invested in continuing operations, which last year helped lift operating profits to about \$40m on sales ahead by 22 per cent at \$450m.

The float is scheduled for early summer, following an approach last month by Lord Sheppard, the chairman of Grand Metropolitan and the group's non-executive chairman, and Mr Michael Handley, its managing director.

They are keen to develop McBride's position as a leading supplier of own-brand products to supermarket chains.

If fully taken up, the float should enable the group to increase overseas sales.

Existing shareholders would see their stake diluted to about 20 per cent under the proposals, with Wembley's 22-bank lending syndicate holding 25 per cent and the remainder open to new investors.

That has dismayed Guinness Peat, which said at the weekend that Sir Brian's continued presence was hindering the search for a rescue package.

Wembley's shares, which peaked at 157p in the late 1980s, will open today at 52p.

Sir Peter Harding joins GEC-Marconi board

Sir Peter Harding, the former Chief of the Defence Staff, is to join the board of GEC-Marconi as deputy chairman at the end of March. His main duties will be to promote and focus the company's overseas sales

drive, writes Jeffrey Brown. GEC-Marconi is the defence arm of the GEC electronics group headed by Lord Wellesford. It is GEC's largest subsidiary with turnover of around £2.75bn.

Hobson seeks further expansion

Hobson, the food and homecare products group, is seeking further expansion, according to Mr Andrew Regan, the chief executive.

Hobson, which in October completed the disposal and closure programme which followed its £111m purchase in April of the Co-operative Wholesale Society's food manufacturing side, has unveiled a new sales strategy.

The annual results are scheduled for end-March. Mr Michael Bourke at Pannure Gordon, the house broker, expects pre-tax profits of £6m, giving earnings of 1.5p per share. The forecast for 1995 is £15m, for earnings of 3.1p.

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
EdF (France)/Edison (Italy)	Iva Service Energie	Power generation	£147m	Italy opening up sector
Mannesmann Demag (Germany)	Unit of Ima Industries (US)	Engineering	£78m	Turco-charged move
Philip Holzmann (Germany)	Dolet Hills Mining (US)	Mining	£48m	Subsided copper selling
Charterhouse Development Capital (UK)	United Barcode Industries (Sweden)	Data processing equipment	£24m	Buy from Svenska Flygindustri
Hammerson (UK)	Mellgren Trols Fontaines (France)	Property	£24m	Continuing French expansion
BPS Industries (UK)	Unit of Epsay (Spain)	Plasterboard	£16m	Capacity juggling move
Oxford Molecular (UK)	Cache Scientific (US)	Computer services	£5.3m	Move into US/ Japan
Howden Group (UK)	Barton Corbin (France)	Oil & gas services	£5.8m	Cash deal
Global Telesystems (US)/ European consortium	Hermes Europe Flatter (JV)	Telecoms	n/a	communications venture
Cegelec (France)/ AEG (Germany)	JV	Industrial controls	n/a	Creating large market player

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The notes will bear interest at 2.57813% per annum from 23 January 1995 to 31 April 1995. Interest payable on 21 April 1995 will amount to Yen 63,021 per Yen 10,000,000 note.
Agent: Morgan Guaranty Trust Company
JPMorgan

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YEN 30,000,000,000
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INTEREST RATE: 2.52813%
INTEREST PERIOD: FROM 23.01.1995 TO 24.04.1995
INTEREST PAYABLE PER YEN 1,000,000 - NOTE: YEN 6,391.
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12/2 hour period				12/2 hour period				12/2 hour period				12/2 hour period			
Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield		
0000	0.80	0000	0.80	0000	0.80	0000	0.80	0000	0.80	0000	0.80	0000	0.80		
0001	0.81	0001	0.81	0001	0.81	0001	0.81	0001	0.81	0001	0.81	0001	0.81		
0002	0.82	0002	0.82	0002	0.82	0002	0.82	0002	0.82	0002	0.82	0002	0.82		
0003	0.83	0003	0.83	0003	0.83	0003	0.83	0003	0.83	0003	0.83	0003	0.83		
0004	0.84	0004	0.84	0004	0.84	0004	0.84	0004	0.84	0004	0.84	0004	0.84		
0005	0.85	0005	0.85	0005	0.85	0005	0.85	0005	0.85	0005	0.85	0005	0.85		
0006	0.86	0006	0.86	0006	0.86	0006	0.86	0006	0.86	0006	0.86	0006	0.86		
0007	0.87	0007	0.87	0007	0.87	0007	0.87	0007	0.87	0007	0.87	0007	0.87		
0008	0.88	0008	0.88	0008	0.88	0008	0.88	0008	0.88	0008	0.88	0008	0.88		
0009	0.89	0009	0.89	0009	0.89	0009	0.89	0009	0.89	0009	0.89	0009	0.89		
0010	0.90	0010	0.90	0010	0.90	0010	0.90	0010	0.90	0010	0.90	0010	0.90		
0011	0.91	0011	0.91	0011	0.91	0011	0.91	0011	0.91	0011	0.91	0011	0.91		
0012	0.92	0012	0.92	0012	0.92	0012	0.92	0012	0.92	0012	0.92	0012	0.92		
0013	0.93	0013	0.93	0013	0.93	0013	0.93	0013	0.93	0013	0.93	0013	0.93		
0014	0.94	0014	0.94	0014	0.94	0014	0.94	0014	0.94	0014	0.94	0014	0.94		
0015	0.95	0015	0.95	0015	0.95	0015	0.95	0015	0.95	0015	0.95	0015	0.95		
0016	0.96	0016	0.96	0016	0.96	0016	0.96	0016	0.96	0016	0.96	0016	0.96		
0017	0.97	0017	0.97	0017	0.97	0017	0.97	0017	0.97	0017	0.97	0017	0.97		
0018	0.98	0018	0.98	0018	0.98	0018	0.98	0018	0.98	0018	0.98	0018	0.98		
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0023	1.03	0023	1.03	0023	1.03	0023	1.03	0023	1.03	0023	1.03	0023	1.03		
0024	1.04	0024	1.04	0024	1.04	0024	1.04	0024	1.04	0024	1.04	0024	1.04		
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0026	1.06	0026	1.06	0026	1.06	0026	1.06	0026	1.06	0026	1.06	0026	1.06		
0027	1.07	0027	1.07	0027	1.07	0027	1.07	0027	1.07	0027	1.07	0027	1.07		
0028	1.08	0028	1.08	0028	1.08	0028	1.08	0028	1.08	0028	1.08	0028	1.08		
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0030	1.10	0030	1.10	0030	1.10	0030	1.10	0030	1.10	0030	1.10	0030	1.10		
0031	1.11	0031	1.11	0031	1.11	0031	1.11	0031	1.11	0031	1.11	0031	1.11		
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0033	1.13	0033	1.13	0033	1.13	0033	1.13	0033	1.13	0033	1.13	0033	1.13		
0034	1.14	0034	1.14	0034	1.14	0034	1.14	0034	1.14	0034	1.14	0034	1.14		
0035	1.15	0035	1.15	0035	1.15	0035	1.15	0035	1.15	0035	1.15	0035	1.15		
0036	1.16	0036	1.16	0036	1.16	0036	1.16	0036	1.16	0036	1.16	0036	1.16		
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0038	1.18	0038	1.18	0038	1.18	0038	1.18	0038	1.18	0038	1.18	0038	1.18		
0039	1.19	0039	1.19	0039	1.19	0039	1.19	0039	1.19	0039	1.19	0039	1.19		
0040	1.20	0040	1.20	0040	1.20	0040	1.20	0040	1.20	0040	1.20	0040	1.20		
0041	1.21	0041	1.21	0041	1.21	0041	1.21	0041	1.21	0041	1.21	0041	1.21		
0042	1.22	0042	1.22	0042	1.22	0042	1.22	0042	1.22	0042	1.22	0042	1.22		
0043	1.23	0043	1.23	0043	1.23	0043	1.23	0043	1.23	0043	1.23	0043	1.23		
0044	1.24	0044	1.24	0044	1.24	0044	1.24	0044	1.24	0044	1.24	0044	1.24		
0045	1.25	0045	1.25	0045	1.25	0045	1.25	0045	1.25	0045	1.25	0045	1.25		
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0059	1.39	0059	1.39	0059	1.39	0059	1.39	0059	1.39	0059	1.39	0059	1.39		
0060	1.40	0060	1.40	0060	1.40	0060	1.40	0060	1.40	0060	1.40	0060	1.40		
0061	1.41	0061	1.41	0061	1.41	0061	1.41	0061	1.41	0061	1.41	0061	1.41		
0062	1.42	0062	1.42	0062	1.42	0062	1.42	0062	1.42	0062	1.42	0062	1.42		
0063	1.43	0063	1.43	0063	1.43	0063	1.43	0063	1.43	0063	1.43	0063	1.43		
0064	1.44	0064	1.44	0064	1.44	0064	1.44	0064	1.44	0064	1.44	0064	1.44		
0065	1.45	0065	1.45	0065	1.45	0065	1.45	0065	1.45	0065	1.45	0065	1.45		
0066	1.46	0066	1.46	0066	1.46	0066	1.46	0066	1.46	0066	1.46	0066	1.46		
0067	1.47	0067	1.47	0067	1.47	0067	1.47	0067	1.47	0067	1.47	0067	1.47		
0068	1.48	0068	1.48	0068	1.48	0068	1.48	0068	1.48	0068	1.48	0068	1.48		
0069	1.49	0069	1.49	0069	1.49	0069	1.49	0069	1.49	0069	1.49	0069	1.49		
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0073	1.53	0073	1.53	0073	1.53	0073	1.53	0073	1.53	0073	1.53	0073	1.53		
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0087	1.67	0087	1.67	0087	1.67	0087	1.67	0087	1.67	0087	1.67	0087	1.67		
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0089	1.69	0089	1.69	0089	1.69	0089	1.69	0089	1.69	0089	1.69	0089	1.69		
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0091	1.71	0091	1.71	0091	1.71	0091	1.71	0091	1.71	0091	1.71	0091	1.71		
0092	1.72	0092	1.72	0092	1.72	0092	1.72	0092	1.72	0092	1.72	0092	1.72		
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It must sometimes seem to the Japanese that they are condemned to prove again and again their remarkable capacity for resurrection. In war and peace this century the country has been brought to the point of destruction, yet each time the Japanese spirit has produced a revival that has deserved to be called "miraculous".

Through the scale of the catastrophe in Kansai - Japan's most important economic region outside Tokyo - last week was not remotely comparable with Japan's earlier suffering, the same resilience that carried the country through those tragedies was evident last week. The message from Kobe was that the city will be rebuilt and Japan's wounds will again be healed.

That resolve was what dictated the early financial response to the disaster. The consensus among economists and investors at home and overseas was that nothing that had happened would undermine the Japanese economy in all but the shortest of short runs. The stock market reacted nervously, but did not collapse as some had expected, and the yen continued to fly near all-time highs.

A continuing capacity for resurrection?

Global Investor / Gerard Baker in Tokyo

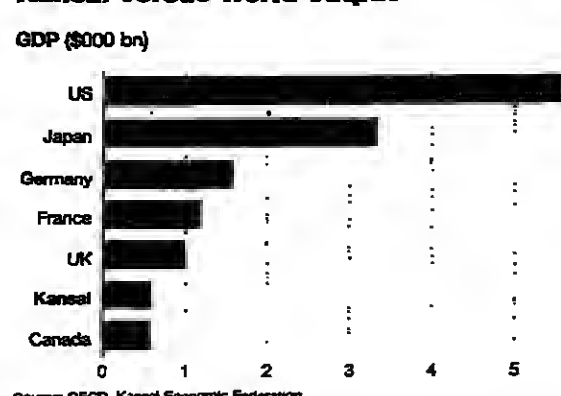
Most economic opinion remained positive - with similar investment implications. The Kobe disaster would not alter the picture of a gradually strengthening economic recovery accompanied by a rising stock market.

But last Friday the government demurred from the generally sanguine view. Mr Masayoshi Takemura, the finance minister, said the current economic projections for the next year or two had been rendered "meaningless" by the earthquake. Mr Takemura did not elaborate but his caution is surely justified. Despite the brave predictions, the fact is that there is still almost total uncertainty about the effects of Kobe, uncertainty which poses risks to the optimists' view.

Behind the sanguine assessment was a relatively simple equation. It did not matter how great the destruction was; the immediate loss of production would be offset sooner or later by the extra public and private investment that would be necessary to rebuild the ruins.

Nomura Research Institute

Kansai versus world output



Source: OECD, Kansai Economic Federation

estimated that the initial loss might cut national industrial output by 1 to 2.5 per cent over the next year, but after that the extra investment would boost gross domestic product by as much as 2.9 per cent. The Long Term Credit Bank of Japan put damage at around ¥4,000bn, (\$25.6bn) but said that reconstruction demand would total half that much in the second quarter of 1995

alone. According to JP Morgan, the multiplier effect - by which investment spending ripples through the economy in the form of higher wages, profits and spending - should boost GDP by 1.5 per cent over the period of reconstruction.

But the scale of the damage does matter. It affects the pace at which the economy recovers and it heightens the risk of a short-term shock unsettling

Total return in local currency to 19/1/95

	US	Japan	Germany	France	Italy	UK
Cash						
Week	0.11	0.04	0.09	0.10	0.16	0.10
Month	0.51	0.20	0.46	0.47	0.73	0.50
Year	3.89	2.00	5.51	5.63	7.51	5.19
Bonds 3-5 year						
Week	0.42	-0.11	0.28	0.59	0.79	0.18
Month	0.74	0.42	0.76	0.75	1.22	0.32
Year	-2.72	0.30	0.11	-1.83	-0.15	-1.53
Bonds 7-10 year						
Week	0.55	-0.18	0.83	0.75	1.34	0.34
Month	0.93	0.03	0.81	0.45	0.94	-0.16
Year	-5.77	-1.53	-4.57	-8.24	-8.76	-7.00
Equities						
Week	1.2	-2.8	0.5	-0.4	7.6	-0.1
Month	2.3	-2.5	0.2	3.8	10.7	0.2
Year	2.0	-3.1	-8.1	-16.5	11.6	-10.2

Source: Cash & Bonds - Lehman Brothers. The FT-Actuaries World Indices are jointly owned by The Financial Times Limited, Goldman Sachs & Co. and NatWest Securities Limited.

that recovery.

Since there has not been a disaster like it in Japan in modern times, the estimates made so far are rough, back-of-the-envelope calculations based on parallels with the only comparable loss recently, the Los Angeles earthquake of a year ago. The reconstruction there cost at least \$25bn (\$16bn) and the initial impressions from Kobe are correct.

While that level of spending will be a certain stimulus to economic activity, it will place a real stress on the country's liquidity.

The near-complete absence of insurance cover means that

the damage is much worse. Given that costs in Japan are at least twice those in California, a figure of many times the Los Angeles damage seems reasonable.

While that level of spending will be a certain stimulus to economic activity, it will place a real stress on the country's liquidity.

The near-complete absence of insurance cover means that

banks will have to be prepared to pump substantial amounts into the private sector to rebuild factories, homes and warehouses. The fragility of the financial system under a mountain of bad debts has made banks reluctant to lend so generously and, despite the good intentions many of them will face difficulties.

Almost every sector of the economy has suffered losses from the earthquake and the additional debt burden on companies will slow their growth for some time.

And what effect will the disaster have on land prices throughout the earthquake-prone parts of the country? Much of the financial system's assets are secured on land prices that have already fallen by more than 50 per cent from their peak three years ago.

Above all what will Kobe have done to the confidence of Japanese consumers and investors?

For the past four years financial markets have languished as confidence has been in short supply. Fear about falling land

prices and stock prices has demoralised investors. Fear about job security has hit the consumer. Fear of a rising yen has made Japanese institutions nervous about sending their money abroad. These factors have restrained the Japanese recovery so far and have been responsible for the continuing slump in financial markets.

Now, on top of these doubts is a much more tangible worry. Most people in Japan have lived with the possibility of an earthquake for many years. In the Tokyo area, where more than one quarter of the country's population live, a massive earthquake is not just expected, it is widely regarded as imminent. Billions of dollars have been spent on "earthquake-proofing" buildings, roads and railways. After Kobe a nervous population no longer believes the planners' assurances of safety. The consequences of that apprehension are incalculable, but they are hardly likely to encourage a more risk-oriented approach.

That the Japanese will again demonstrate their resilience in the face of catastrophe is not in doubt. But the underlying strength of the Japanese economy and its financial system has been more debilitated than ever before. At least until even the outcome of the damage becomes clear, confidence in Japan's recovery is misplaced.

COMMODITIES

Traders look for further gains

London's commodity traders will return from the weekend break today eager to see whether their markets can live up to the promise exhibited at the end of last week.

Prices of base metals, precious metals and coffee all finished with their tails up and many markets looked ready to test upside targets.

At the London Metal Exchange the main interest will focus, as usual, on the flagship copper contract, which settled back on Friday after setting a fresh 54-year high of

\$3,061 a tonne, for the three months delivery position, on Thursday. It ended nearly \$30 below that level but traders remained hopeful that a successful test of resistance at \$3,100 this week could prove a preliminary to and assault on the all-time high of \$3,290.

More confidence was seen in the aluminium market, however. A late surge on Friday lifted it to a 54-year high and further gains looked on the cards, traders told the Reuters news agency.

The gold market appears to

face a tougher task. A 3.3 per cent rise in less than two weeks lifted the London price from an 84-month low to within a dollar of the upper limit of its recent trading range. But a lot of resistance is expected at that limit - \$385 a troy ounce - and fears of a US interest rate rise to bolster the weak dollar could discourage buyers.

If a test of the upside fails, speculators could turn their attention to the minor support level at \$361 an ounce, and if that gives way, major support

is not expected before \$378.

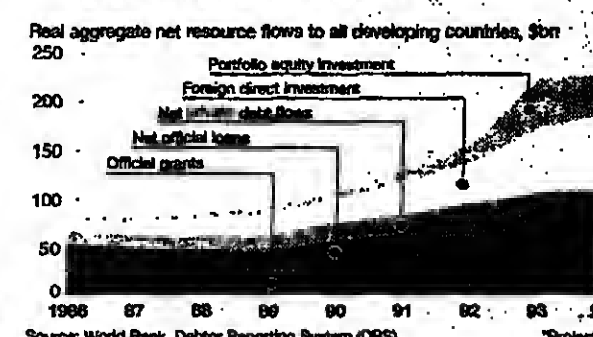
Coffee futures put on a spurt late on Friday after Colombia announced export restrictions to be operated in February and March. That added weight to the Central American producers' export retention scheme, but investors will be looking for some concrete action from Brazil, the biggest producer, to underpin the rally. A statement issued after a meeting of the Association of Coffee Producing Countries on Thursday was dismissed by one trader as "all words and no action".



Economic Eye / Martin Wolf

Private flows after Mexico

Private flows have taken off



Source: World Bank, Debt Reporting System (DRS)

accounted for 72 per cent of the deficit of the seven largest Latin American countries. Mexico also relied more than most on short-term funds, these being 65 per cent of its total borrowings between 1991 and 1993. Yet even Mexico has changed: in 1992, its fiscal deficit was 17 per cent of GDP, while in 1993 it had a budget surplus of 0.7 per cent of GDP.

True, there is now good reason to expect at least a short-to-medium-term diminution of the flow of portfolio capital to developing countries. But this is healthy, to the extent that it reflects a better understanding of the risks and rewards. Capital suppliers need such lessons from time to time.

Countries that have large current account deficits financed by private capital, such as Mexico, will have to undertake a classic external adjustment. The combination of devaluation with higher domestic savings is the standard medicine. Higher interest rates will themselves stimulate savings. With its superb access to the north American market, extensive industrial restructuring and now a large

devaluation, Mexico is in an excellent position to mount an export-led recovery similar to that achieved by Chile a decade ago.

For developing countries as a group, some diminution of portfolio flows of capital could well prove beneficial. Capital flows are helpful, but countries can have too much of this particular good thing. An important World Bank study on macroeconomic adjustment to capital inflows, published late last year, shows why. (2) Large scale inflows of portfolio capital increase the volume of resources going through weak financial systems, already exposed to pervasive moral hazard; they tend to push up the real exchange rate, eroding the success of trade liberalisation; if this real appreciation occurs via domestic inflation, they thereby undermine the sustainability of price liberalisation; and sudden reversals of these flows create the costs now likely to be seen in Mexico.

The World Bank study of Argentina, Chile, Colombia, Mexico, Indonesia, Korea, Malaysia, the Philippines and

Thailand shows it is possible to avoid - or at least contain - the real exchange rate appreciation. The main requirement is increased public savings, preferably brought about by a declining share of public consumption in GDP. Sterilised intervention - sales of long-term domestic bonds to offset the monetary effects of purchases of foreign currency by the authorities - works only in the short term and requires the accompanying fiscal restraint.

While it is possible to contain the harmful side-effects of surges in capital inflows in such ways, it would be better for developing countries not to have to face the problem. This does not mean that they would be better off without capital inflows at all. Within a relatively undistorted domestic policy environment, both FDI and stable flows of portfolio capital should be helpful. The problem is created by speculative surges. If even of the past month drive these out of the system for a while, management of economic reform should become easier.

Opponents of the reforms of the 1980s should avoid gloating. A new debt crisis is not at hand; the more open economies of today will manage the required short-term adjustments; and the halt to speculative capital flows will make it easier for developing countries to achieve sustainable growth. This will wind should blow a great deal of good.

(1) World Debt Tables 1994-95: External Finance for Developing Countries, Volume 1, Analysis and Summary Tables (Washington DC: World Bank, 1994); (2) Vittorio Corbo and Leonardo Hernández, Macroeconomic Adjustment to Capital Inflows, Policy Research Working Paper 1377, International Economics Department, World Bank, November 1994. The wrong chart was published on January 10, on page 30 of the UK edition and page 24 of the international edition.

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DEUTSCHE BÖRSE AG

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Ltd., Goldman, Sachs & Co. and NatWest Securities Ltd. in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL STOCK MARKETS	FRIDAY JANUARY 20 1995				THURSDAY JANUARY 19 1995				DOLLAR INDEX			
	US Dollar Index	% Chg 20/19	Point	Index	US Dollar Index	% Chg 20/19	Point	Index	US Dollar Index	% Chg 20/19	Point	Index
Australia (30)	167.32	-2.4	158.32	105.01	131.40	144.90	-1.5	3.98	108.26	158.90	105.01	133.57
Austria (15)	175.18	-4.1	183.32	108.82	137.41	137.77	-0.4	1.18	172.85	158.63	111.29	140.54
Belgium (30)	169.37	0.9	157.82	106.17	122.85	129.96	-1.7	4.25	160.03	158.89	105.89	139.59
Brazil (30)	146.09	-10.5	138.21	81.58	114.59	228.17	-10.3	0.98	145.39	137.25	81.58	115.82
Canada (10)	124.46	-3.9	116.05	78.02	87.82	128.47	-2.2	2.89	126.16	118.14	79.48	100.37
Denmark (30)	128.71	0.4	128.63	138.92	168.22	204.57	-1.8	1.45	128.72	236.78	157.96	189.47
Finland (24)	192.15	3.3	179.18	120.45	150.71	188.18	1.7	0.73	190.23	170.68	119.85	161.35
France (102)	181.54	-1.4	150.44	101.14	126.55	132.18	-3.5	3.25	181.23	182.27	101.58	128.28
Germany (30)	143.22	0.8	132.35	89.65	112.18	112.18	-1.7	1.85	143.16	135.20	80.20	113.90
Hong Kong (30)	289.59	-11.2	270.02	181.54	227.15	287.51	-11.2	4.54	284.37	278.57	185.64	294.86
Ireland (18)	206.45	1.1	194.38	130.67	163.50	188.42	-0.9	3.42	207.43	185.90	130.68	209.10
Italy (30)	147.32	-6.1	137.26	82.95	115.55	122.35	-5.7	0.82	146.19	140.90	83.98	116.70
Japan (30)	147.32	-6.1	137.26	82.95	115.55	122.35	-5.7	0.82	146.19	140.90	83.98	116.70
Malaysia (18)	109.64	-22.8	109.70	68.55	87.80	88.06	-10.7	1.50	112.74	109.47	70.19	88.73
Netherlands (19)	216.50	0.9	204.68	137.00	172.17	169.80	-1.8	3.41	217.99	205.37	137.34	173.43
New Zealand (14)	73.05	3.7	68.16	45.60	87.20	60.43	3.4	4.84	74.09	68.87	46.68	68.94
Norway (23)	209.84	-1.5	188.68	131.54	164.99	188.06	-3.9	1.84	204.04	222.09	214.98	214.98
Singapore (30)	333.19	-10.7	310.67	208.67	251.34	221.95	-11.4	1.93	341.04	322.09	214.98	214.98
South Africa (30)	301.75	-10.4	281.35	189.18	236.08	272.72	-8.1	2.44	301.79	296.02	180.14	214.98
Spain (30)	129.73	-7.7	120.93	81.32	101.76	129.98	-2.0	4.49	129.93	121.78	81.32	101.76
Sweden (30)	238.85	0.8	222.86	143.71	167.35	262.01	-2.0	2.61	238.85	222.86	143.71	167.35
Switzerland (47)	195.62	0.9	155.35	104.45	130.69	131.03	-2.2	1.88	195.62	185.94	104.45	130.69
Thailand (48)	140.45	-11.2	130.96	85.05	110.17	138.70	-11.8	2.89	144.55	138.70	85.05	110.17
United Kingdom (205)	183.80	-0.6	180.51	121.38	151.85	180.51	-2.2	4.27	183.20	182.44	121.38	151.85
USA (312)	180.22	1.3	177.96	118.24	149.20	190.22	1.3	2.69	180.22	180.44	118.24	149.20
Europe (223)	178.22	0.5	163.37	109.84	137.43	147.04	0.8	2.88	178.09	166.30	110.34	140.10
Europe (223)	178.22	0.5	163.37	109.84	137.43	147.04	0.8	2.88	178.09	166.30	110.34	140.10
Nordest (128)	223.98	2.5	214.43	144.18	183.38	213.51	1.4	1.90	223.97	215.50	144.18	183.38
Pacific Basin (303)	153.72	-8.4	143.33	96.38	120.69	100.47	-6.9	1.21	153.72	143.33	96.38	120.69
Euro-Pacific (1032)	160.17	-3.8	149.34	100.41	125.83	119.00	-4.7	2.08	160.17	149.34	100.41	125.83
North America (516)	186.14	1.1	173.55	118.69	148.00	185.99	1.2	2.82	186.14	173.55	118.69	148.00
Europe Ex UK (516)	186.14	1.1	173.55	118.69	148.00	185.99	1.2	2.82	186.14	173.55	118.69	148.00
Pacific Ex Japan (323)	218.78	-8.2	203.99	137.15	171.60	191.64	-8.1	3.49	222.22	203.99	140.07	160.07
World Ex US (1743)	180.89	-4.0	149.83	100.73	120.04	122.23	-4.8	2.07	180.89	152.82	101.81	128.57
World Ex UK (2048)	187.04	-2.3	155.74	104.71	131.02	138.01	-2.8	2.18	186.04	188.70	105.87	140.43
World Ex Japan (1739)	186.88	-0.4	170.51	114.64	143.44	173.03	-1.0	3.02	186.28	173.03	114.64	143.44
The World Index (2259)	188.57	-2.1	187.92	105.17	132.85	142.78	-2.7	2.38	170.26	180.79	107.27	136.45

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Base value: Dec 31, 1984 = 100. Pound Dec 31, 1987 = 116.87 (US \$ index), 90.79 (Pound Sterling) and 94

EQUITY MARKETS: This Week

NEW YORK

Lisa Branstetter

Data bring investors back down to earth

Sirens singing songs about steady monetary policy lured many investors on to the rocks last week. This week, investors are likely to be more wary as the reality sets in that the Federal Reserve will probably raise rates at the January 31 to February 1 meeting of its Open Market Committee.

Almost since the Fed raised interest rates by 75 basis points in November, the market has anticipated even more tightening, but fears of another rate increase were briefly allayed the week before last on the heels of weaker than expected data on consumer prices and retail sales.

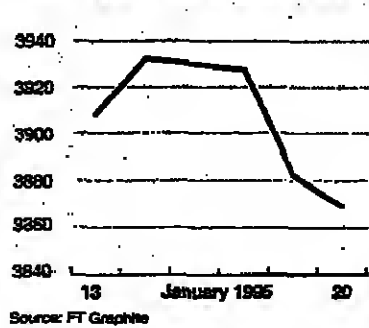
The data had sent both the Dow Jones Industrial Average and the more broadly traded Standard & Poor's 500 up almost 2 per cent by last Monday, before new figures, indicating continuing inflationary pressures, brought investors down to earth.

By Friday, the stock market was close to where it had been before the mid-November rally, and the economic news due this week is not expected to cause another change of heart on Wall Street. Among data to be released are figures on durable goods orders and existing home sales, due on Wednesday, and a preliminary figure on gross domestic product for the fourth quarter of last year, due on Friday.

Economists expect these figures to continue to show the economy growing at a healthy pace, with fourth-quarter GDP up about 4.4 per cent over the third quarter.

The one factor that could change sentiment on the Street would be continued economic crisis in Mexico.

Dow Jones Industrial Average



Some analysts have speculated that the Fed could put off another round of tightening in order to help Mexico.

Mr John LaWare, a member of the central bank's board of governors, said last Thursday that the situation in Mexico would not affect the Fed's stance on monetary policy, but investors will be watching closely on Thursday as Mr Alan Greenspan, the Fed chairman, testifies before the Senate Foreign Relations Committee about the situation in Mexico.

He has been lobbying lawmakers to support a loan guarantee package for Mexico proposed by President Bill Clinton.

Mr Greenspan is also scheduled to testify about the US economy to two other Senate panels on Wednesday and Thursday, but the testimony is not likely to change presumptions about interest rates because Mr Greenspan has generally discounted weak consumer price and retail sales figures when justifying the current round of tightening.

Thus, as is generally true in the middle of a cycle of monetary tightening, this week presents investors with uncertainty, despite the general consensus that there will be a rate increase.

LONDON

Terry Byland

Serious test of confidence in recovery

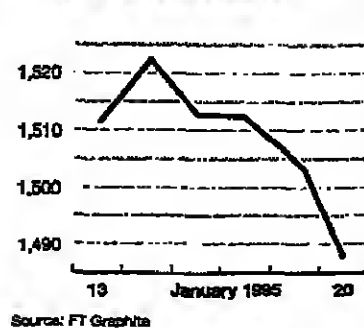
This week will present the stock market with a serious test of its confidence in the recovery of the domestic economy. The latest RPI and retail sales figures have been widely interpreted as a clear indication that base rates will move higher again sooner than expected. This, coupled with unimpressive trading news from the retail sector, at least frees market analysts from post-Christmas euphoria. The question now must be whether confidence in the recovery can survive in a distinctly colder interest rate climate.

The analysts community and the stock market seemed to be standing up well at the end of last week. The FT-SE 100 Share Index held on to the 3,000 mark on Friday morning, in spite of the heavy fall on Wall Street overnight. Retail trading volume, the most significant measure of genuine investment activity, remains comfortably in the fifth plus range. Much of the most recent shake-out in equities reflected a single large portfolio trade by Goldman Sachs.

The market's relative resilience seems to be supported by the view that the UK economy and the investment trends which track it have changed; it may no longer be simply a question of boom and bust, with the first sign of rising interest rates sending fund managers in search of the exit.

BZW points out that the downgrades of company profit forecasts by City analysts traditionally seen in December has this time proved significantly less severe than in the past. While downgrades exceeded upgrades by almost two-to-one, "the

FT-SE-100 All-Share Index



magnitude of the revisions was small, with analysts mainly fine-tuning their estimates ahead of the year-end". In fact, analysts on balance slightly increased their estimates of aggregate corporate earnings, in spite of the number of individual downgrades.

S.G. Warburg takes up a similar point, saying that, although investors traditionally lighten holdings in industrial stocks at this stage in the economic cycle, to turn bearish now "requires the assumption of a quick move back into full recession", which does not seem to accord with wider views on the economy.

Consequently, Warburg advises avoiding being too negative on industrial stocks, even if the latest RPI data does increase the attractions of the consumer sectors, which can be expected to raise store prices while resisting their suppliers' attempts to do the same.

A further slide on Wall Street could undermine London. The Footsie still enjoys a differential of well over 800 points against the Dow Industrial Average. This week will show whether London can retain its faith in economic recovery or whether the prospect of higher interest rates will overwhelm the optimists.

International offerings

Household names bring primary activity to life

While equity issuance in the emerging markets has ground to a halt amid continuing nervousness, primary activity in Europe and the US came back to life last week with well-received offerings from Finnair and Nabisco Holdings.

Another US household name will hog the limelight this week, as British Telecom sells its 35.5m shares in AT&T, the American telephone giant. The offer represents about 2.3 per cent of AT&T's outstanding capital and, at Friday's price, is worth about \$1.75bn.

The company will hold a three-day roadshow this week which kicks off today in London. Pricing is expected on Thursday.

Syndicate officials involved in the deal reported good demand for the stock last week. "Most people investing in US stocks have to own AT&T, which features prominently in the index," said one syndicate manager. But others noted that the stock has seen healthy buying recently and is already widely held. "There won't be a lack of demand, but investors won't kill for it either," said one dealer.

Pierce competition among investment banks to win the AT&T mandate led to a tight fee structure on the deal, with gross fees totalling only 1.5 per cent of the overall issue size.

"Everyone wanted this deal - 35.5m shares in AT&T are a huge boost in the league tables," said one banker.

On the other hand, one trader noted, fees are usually lower anyway on placements of secondary shares than they are on IPOs or share issues by listed companies.

Fees for joint book-runners Goldman Sachs and Morgan Stanley have also been capped to help motivate syndicate members to get the shares placed; each lead manager will receive no more than 30 per cent of the selling concession.

Meanwhile, on Friday, the IPO for Nabisco Holdings was priced at \$24.5 a share, the mid-point of the indicated range. The issue will raise \$1.1bn for the packaged foods company through the sale of 45m shares, 8m of which are being offered internationally. Lead manager Goldman Sachs said the deal has been substantially oversubscribed.

In Europe, Finnair successfully completed the sale of 10m shares to international investors, priced at Fm35 a share. The deal met with healthy demand and was more than twice oversubscribed, according to lead manager Kleinwort Benson.

Neste, the state oil and petrochemicals group, which had planned to sell 3m shares of its

holding of 5.7m shares in Finnair, decided not to proceed because it wanted to get a higher price.

In the emerging markets, a slew of issues slated for the first quarter has been delayed. Latin American markets remain burdened by the fall-out from the Mexican peso devaluation. In India, political jitters and supply worries have caused issuance to dry up.

"There are a lot of deals in the pipeline, but none of them are likely to get done any time soon," said a New York dealer. "It's so obvious they're not getting done that issuers don't even bother to announce the postponements."

While most agree that planned Mexican deals - including large offerings from Bancomer and Banamex - are likely to be delayed for months, even the more peripheral countries are being hit by investors' reluctance to invest in the region and issuers' unwillingness to raise funds at unfavourable terms.

"Eventually, issuers will bite the bullet because they need the money, and investors will return because they have a clearer picture of which markets and stocks offer value - but that will take time," said the dealer.

Conner Middelmann

OTHER MARKETS

ZURICH

Investors are hoping that 1994 sales figures from Nestlé, expected mid-week, will help to breathe some life into the market. Last week's figures from Roche were well received, but did not provide impetus for the broad market.

After a lacklustre performance, Nestlé's shares picked up after third-quarter results were announced along with some bullish comments on volume growth from the finance director.

Among the company's supporters, Mr Richard Newbould at Lehman Brothers accepts that, in absolute terms, the shares have made little

headway over the past two years, restrained by pedestrian earnings growth.

However, he expects earnings momentum to recover during 1995 and regards Nestlé as the most attractive and reliable investment in the food manufacturing sector.

Thanks in part to its large exposure to developing markets, Nestlé's volume growth should be among the highest in the sector, averaging 3.7 per cent over the next four years. Combined with restructuring-driven cost savings, falling provisions, and strong cash flow, this should generate strong growth in eps of 13 per cent a year between 1994 and 1996, says Mr Newbould.

MILAN

Italian equities face another rocky week as the new prime minister, Mr Lamberto Dini, goes to parliament for a confidence vote that will decide whether his government stands or falls.

The market mood swung from euphoria last Monday and Tuesday, as Mr Dini named his government of academics, lawyers and bankers from outside parliament, and back to depression on Wednesday and Thursday as opposition built up from Mr Silvio Berlusconi's Freedom Alliance coalition, which was toppled last month when the Northern League party quit the partnership.

FRANKFURT

Siemens releases first-quarter figures on Tuesday. The company forecast in December that group net profit before extraordinary items would rise by 20 per cent in 1994-95 to Dm1.8bn.

US stocks that after two years of being underweight in the retail sector, the time has come to adopt a more positive view.

It has upgraded its forecast for private consumption in 1996 and says that after substantial restructuring efforts at individual companies, retail shares could be among the best performers this year. It likes AVA and Kaufling.

TOKYO

Trading this week is likely to continue to respond to last week's earthquake in Kobe, writes Emilio Terazono.

Overseas investors sold holdings last week in high technology shares, partly due to technical reasons - the sector had been one of the best performing last year - and partly because of the prospects of the negative effects on production suspensions as a result of damage to the manufacturing bases in the Kansai area. Meanwhile, domestic investors dabbled in construction stocks, which will benefit from the reconstruction of Kobe.

On a macro economic level, many of Tokyo's analysts believe the overall impact of the earthquake will be negative during the first half of the next fiscal year and positive for the latter half, hence neutral to overall growth for fiscal year 1995.

However, on the stock market, the devastation has depressed confidence. Although trading volumes are picking up, the negative impact on investor psychology is expected to last for some time.

Ms Kathy Matsui, strategist at Goldman Sachs in Tokyo, says the big question is how investors will react to the declines in blue chips which currently present bargains due to last week's sell-off.

HONG KONG

Equities face another volatile week as reports of the worsening health of Deng Xiaoping, China's paramount leader, continue to unsettle investors, writes Louise Lucas.

The rumours, which have been growing in both intensity and detail, jumped some 4.3 per cent of the benchmark Hang Seng Index last Thursday and Friday, after it had advanced by a cumulative 5.2 per cent in the previous three trading sessions.

Also set to drag prices lower is the expectation of a rise in US interest rates at the end of the month, which coincides with the Hong Kong market's close for the lunar new year,

when by tradition, the market normally rises.

Hong Kong analysts are looking for an increase of at least 50 basis points, which would feed through to the colony via the currency peg.

Likewise, weakness in the US dollar will hit the Hong Kong currency. Interest rate sensitive stocks, together with China plays, were among the hardest hit last week.

A government land auction on Wednesday is also unlikely to provide fodder for the optimists, and the expected poor result stands to further batter the share price of property companies.

Compiled by Michael Morgan

EMERGING MARKETS: This Week

The Emerging Investor / Peter Montagnon

Dominoes, Asia, and the Mexican problem

Asia hands were never inclined to believe the domino theory, by which the collapse of confidence in Mexico was then supposed to undermine confidence in Asian emerging markets.

Last week, they were only partially proved right. The main markets in Asia recovered at the start of the week, but ended on a weak note after new worries about Mexico, US interest rates, and the health of Deng Xiaoping, China's leader.

The shock which had earlier forced several Asian countries to increase money market rates and intervene to defend their currencies will take some time to forget. It has reminded investors that gains in domestic currency can be wiped out - and more - by devaluation. Suddenly they have been made rudely aware that there is weakness as well as strength in Asian economies.

The logical result would be increasing differentiation between the region's markets, with the advantages accruing to those that offer solid value. In practice, though, they all remain vulnerable to a flight to quality in international markets. As before, a sustained rally in Asian equities is only likely when US interest rates have finally peaked.

"Asia is not Mexico in a fundamental sense," says Mr Peter Churchhouse of Morgan Stanley in Hong Kong. "You've got economies that don't have huge current account deficits.

You don't have huge budget deficits. You don't have any fundamental problems that suggest there will be downward pressure on currencies. However, the Mexican problem is going to have an effect on the Asia-Pacific markets simply because of the behaviour of US fund managers."

On the surface, the reasons

Brokers who specialise in Asia tend to view with contempt those who go on to dismiss the region's prosperity

for the selling which hit some Asian markets two weeks ago were eminently plausible. Indonesia's debt is as big as that of Mexico, both in absolute terms and as a proportion of exports. Thailand has a lot of short-term bank borrowings. Hong Kong is always vulnerable to shifts in sentiment because it is the region's most liquid market.

There are technical reasons, too, why Asia was caught up in the selling pressure. Latin America may be the reason why US retail investors are inclined to withdraw money

from emerging market mutual funds. But to meet those who draw the funds will have to liquidate Asian holdings as well, or their weightings will fall out of kilter.

Brokers who specialise in Asia tend to view with contempt those who go on to dismiss the region's prospects. Indeed, one of the striking features about the speculation in the currency markets was the robustness of the response. Most countries have substantial reserves and are well placed to defend their parties.

True, there are reasons for concern about Hong Kong equities: the uncertainty of the Chinese political and economic outlook; and weakness in the property market as interest rates rise.

Fresh rumours about Deng Xiaoping brought a further fall on Friday. But even if currency pressures were to intensify it seems unlikely that Hong Kong would abandon its peg to the US dollar. Both the colonial government and China are wedded to currency stability.

Paradoxically, that might eventually be worse for equities than letting the currency slip. The risk might be that, if confidence really ebbs, interest rates have to rise sharply, exacerbating the weakness in the property market and curbing Hong Kong's high growth rate.

But the fears for other markets which surfaced at the start of the month do look

Ten best performing stocks				
Stock	Country	Friday 20/1/95	Week on week change	%
Banco Pacific Timber	Indonesia	1,466.1	0.2353	19.12
Companhia Vale do Rio Doce	Brazil	0.1897	0.0219	13.05
Banco Wiese	Peru	4.3678	0.4844	12.47
First Philippine Holdings	Philippines	2.8803	0.3038	12.01
Corporacion	Colombia	0.8503	0.1111	11.52
Argentine	Argentina	5.7498	0.5889	11.43
Thai Airways International	Thailand	2.2132	0.2251	11.32
White Martins	Brazil	0.0153	0.0015	10.78
Aluminium of Greece	Greece	97.4883	9.3826	10.85
Andazul Cellulose (PSC)	Brazil	2.5338	0.2407	10.50

Source: Baring Securities

overdone. Indonesia's debt may be high, but its growth rate is higher than that of Mexico, its current account deficit much smaller as a proportion of gross domestic product, and its currency has not been held up artificially.

Thailand also has a strong growth rate, low inflation and a manageable current account deficit.

The swap facility arranged with foreign banks at the height of the currency speculation is a reminder of the high calibre of the technocrats who run its financial system.

Thailand remains very much in favour among specialist brokers like Mr Manu Bhaskaran, Singapore-based strategist at Crosby Securities. "Thailand is at the beginning of a long cycle of what we think is accelerating growth of both the economy and corporate earnings," he says. Besides, the news is not all bad. Last week saw the debut of Electricity Generating (EGCO), the newly privatised

power company. It put on a stellar performance, more than doubling its issue price.

This may simply be a sign that the issue was grossly underpriced, but enthusiasts like Mr David Bates at Asia Equity say they are advising clients to keep buying on the basis that power is a growth industry in Thailand. Such excitement helps offset the international gloom.

Similarly, Malaysian Airlines responded favourably to its route-sharing agreement with Virgin Atlantic.

Malaysia is also a market with sound fundamentals, according to many brokers. But it is expected to underperform Thailand. The longer term earnings outlook is less attractive, not least because Malaysia seems set to raise interest rates sharply this year to ward against inflationary pressures. One consequence may be that its currency, which was held down last year, is allowed to appreciate.

Screen-based trading for Bombay market

Mr Ron Brown, the US Commerce Secretary, inaugurated a screen-based trading system at the Bombay Stock Exchange last week, writes Nancy Durne in Bombay.

Feeling the heat of competition from the two-year-old automated National Stock Exchange, the BSE moved a step closer to paperless trading. Mr Brown became the first "customer" to try the new "mark trading" system with an order to purchase 100 shares of the State Bank of India.

He praised the reforms of Mr PV Narasimha Rao, the prime minister, and said he had been assured that liberalisation would be continuing. However, officials of Asia's oldest stock market are worried about the political reaction to these reforms.

Mr Rao's Congress Party has lost two recent state elections, and may well lose more this year.

"Investors worry that with the Congress Party not in favour the reforms might be slowed," said Mr Anand Jhaveri, a high-level government privatisation officer. "There's no rush, and the international investors aren't going to disappear." A future date "will be defined by market conditions," he said.

could provide the foundation for recovery although the SSE 30 share index down 55.55 on Friday at 3,600.53, had already fallen by more than 5 per cent this year. "It should bottom out in the next 12 months," said Mr Hasu Shah, president of Hershah Enterprises.

The BSE, which does 70 per cent of the national stock trading volume, will gradually extend its trading hours from the current 21:00 to 22:00. Once the system is fully automated, Mr Bhagrat Merchant, exchange president, expects trading volume to quadruple and hopes to create a national stock market system.

Peru

The collapse of investor confidence in Mexico has led to the postponement of Peru's next scheduled international placement, writes Sally Bowen in Lima.

"We've decided to hold off until the market stabilises," said a spokesman from Copri, the high-level government privatisation office. "There's no rush, and the international investors aren't going to disappear." A future date "will be defined by market conditions," he said.

Baring Securities emerging markets indices

Index	20/1/95	Week on week movement	Month on month movement	Year to date movement
World (301)	140.79	-2.75	-1.92	-25.09
Latin America				
Argentina (20)	83.24	-1.64	-1.93	-13.85
Brazil (21)	187.78	+0.36	+0.19	-45.81
Chile (12)	201.98	-5.48	-2.83	-15.96
Mexico (25)	75.69	-6.21	-7.58	-34.62
Peru (16)	733.35	-6.36	-0.86	-168.66
Latin America (34)	121.05	-3.69	-2.96	-32.87
Europe				
Greece (16)	84.45	-1.53	-1.78	-3.05
Portugal (19)	115.44	-3.04	-2.57	-0.34
Turkey (21)	68.28	-4.18	-5.75	-12.23
Europe (53)	94.17	-2.88	-2.96	-4.39
Asia				
Indonesia (26)	125.36	+4.11	+3.39	-7.50
Korea (23)	127.08	+0.65	+0.52	-13.71
Malaysia (23)	191.56	-1.37	-0.71	-15.42
Pakistan (11)	96.29	-5.90	-5.78	-2.80
Philippines (12)	245.25	+0.71	+0.29	-33.33
Thailand (25)	230.62	+2.03	+0.69	-17.97
Taiwan (32)	164.90	-6.41	-3.74	-14.32
Asia (162)	190.88	+1.02	-0.53	-16.46

All indices in \$ terms, January 7th 1990=100. Source: Baring Securities

CURRENCIES

Dollar and lira stay focus of attention

The dollar's recent weakness, felt most keenly against the D-Mark, is expected to continue until investors are convinced that US interest rates will be raised by an adequate amount at the end of the month.

The earthquake in Japan, the peso crisis in Mexico and the political turmoil across Europe have made the D-Mark the market's favourite currency.

The lira's fortunes will rest on the ability of Mr Lamberto Dini, Italy's new prime minister, to win a confidence motion

in parliament this week. "If he gets the vote the lira could get back to L1.045 against the D-Mark, but if he loses all hell could break out, with new highs for the D-Mark," one analyst forecast.

The vote on a rescue package for the peso in the US Congress is likely to have a big impact on the Mexican currency. In turn, concerns that US commitments to Mexico may dilute the Fed's resolve to tighten monetary policy could depress the dollar.

"If we are going to see a significant rally in the dollar,

we'll have to see something out of the Fed first," said Mr Jeremy Hawkins, a senior economist at the Bank of America. Investors will pay close attention to the US fourth quarter GDP figures, issued on Friday, for signs of persistent inflationary pressure.

The dollar's slim chance of a rebound depends on a dip in the D-Mark. Some analysts said that on the basis of German fundamentals and the market's technical factors, the D-Mark did look as if it were overbought.

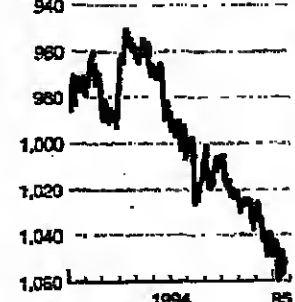
Uncertainty in Japan,

because of last week's earthquake and the possibility of another, is likely to be reflected in a mildly softer yen. However, the global trend away from risk, as investors remain wary of the currencies of Asia's emerging economies, could underpin the yen.

It could prove a lively start to the week for sterling. Fourth quarter GDP figures today, followed by the CBI's industrial trends survey tomorrow, will shape traders' views on whether an interest rate rise is likely in early February or March.

Lira

Against the D-Mark (Lira per DM)



Source: Datastream

Global connections:

500 destinations in 148 countries with our airline partners



THE WEEK AHEAD

DIVIDEND & INTEREST PAYMENTS

TODAY
Bellway 4.8p
Business Post 1.9p
Canon FRN 1986 Y6509.0
Charter 7.5p
Cook (DC) 0.45p
Crossroads Oil 0.2p
Crown Eyeglass 3.5p
Darby 0.9p
GEI Int 1p
Harris (Philip) 2.2p
Hazelwood Foods 2.4p
Do 7½% Cm Pf 2.625p
Itochu FRN 1987 Y6509.0
Latin Am. Extra Yld Fd 0.225p
MIL Fin 7½ Gld Bd '02
\$7000.0
Mitsubishi Elec 6½% Bd '97
Y887500.0
MY Hldgs 1.1p

Nat West Bank Und Var Rate
Nts \$1651.32
Nespend 0.5p
Northern Rook Bldg Scty FRN
'95 278.87
Sewwa Australia Fin Gld Fltg/
Fxd Rate Nts '04 \$2886.88
Somprasong Land Public 3½%
Cv Bds '04 \$38.75
Taisei FRN 1997 Y1938438.0
Treas. 5¼% Nts Jan '97
Ecu52.50
Wolverhampton & Dudley
Braw. 8.8p
YTB Fin (Aruba) Gld Sb FRN
'03 \$1557.74

TOMORROW
BSS 6.25p

Courtauld 4.15p
Jos Hldgs 2.95p
M & G Secord Dual Tst 14.3p
Rothmans Int Units 6p
Royal Bank of Can. Int Bd Ptg
Pf \$0.29
Treas. 8¼% Nts Jan '95
Ecu82.50
York Waterworks 3.55p
Do A 3.55p

WEDNESDAY
JANUARY 25
SAA 3.75p
Bankers Tst New York \$1.0
Britannia Bldg Scty FRN '05
\$16888.63
Bnt. Airports Fin FRN '98
Y12011.0

BZW Cv Inv Tst 1.5p
Coca-Cola 5p
OPC Int \$0.38
Dania Business Systems 0.9p
Dawson Int 1.5p
Debenhams 7¼% Un Ln 02/07
\$3.625
Do 7¼% Un Ln 02/07 \$3.875
Dunedin Worldwide Inv Tst
7.1p
Fine Art Devs 3.5p
General Electric \$0.41
Gold Fields S.A. Cv Pf R1.45
Housing Sec 8½% Db '19
\$4.1875
Hydro-Quebec 10½% Db Ser
HW Jul '01 C\$54.375
Leeds Grp 4.2p
Lester City Council 7½ Ln
'19 \$3.50

THURSDAY
JANUARY 26
Abacus 2.88p

Mansfield Brewery 1.5p
Molex \$0.01
Do Class A \$0.01
Osborne & Little 3.5p
Plammyr Cap Tst 1.7p
Spirifair FRN 1998 \$15.97
Trafalgar 2.35p
TSB Gilt Ptg Pf (B) 0.87p
TSB Hill Samuel Bk FRN '16
\$287.50
Treasury 12½ 1995 \$6.0
Treasury 13¼% 2000/03
\$6.875
Woolwich Bldg Scty FRN '98
Ecu 157.17

Bristol & West Bldg Scty FRN
'96 \$167.53
Britannia Bldg Scty FRN '96
\$153.75
Co-operative Bk Sb FRN 2000
\$77.15
Govett Am. Endavour Fd
\$0.034
Hydro-Quebec FRN Ser FY Jul
'02 \$294.37
Italy Global FRN Jul '99 (DM)
DM127.78
Do (US\$) \$14.53
Do (Yen) Y6230.0
Lloyds Bank Ser A Var Rate
Nts \$158.79
Treas. 2¼% IL 2018 \$2.2159
Treasury 7¼% Ln 12/15
\$3.875
Woolwich Bldg Scty

FRN 1985 276.88
FRIDAY
JANUARY 27
Aeroplane Furniture 1.7p
Allen 2p
Asprey 1.25p
BPS Inds 3.1p
Bank Montreal Ftg Rate Db
Ser '10 '98 \$274.08
Bank Nova Scotia C\$30.31
Borthwicks 0.5p
Bristol Evening Post 4.5p
Carr's Milling 5p
Cheam A 5.6p
Do B 5.6p
Darwa O'ceas Fin Gld Fltg/Fxd
Rate Nts '04 \$2913.33
Dartmouth Inv Tst 2.8p
De La Rue 7p

Dunedin Enterprise Inv Tst
1.5p
Dunedin Smaller Co's Inv Tst
6p
Fleming Indian Inv Tst 0.45p
Kalamazoo Computer 1p
Leigh Interests 2.46p
London Int. Market Inv Tst 1p
Murray Income Tst 2.42p
Northern Investors 1.5p
Renold 1.2p
Rofla & Nolan 1.025p
St James Beach Hotels 1.25p
Shafesbury 1p
Thng Int 1.42p

SATURDAY
JANUARY 28
Australia 13½% Ln '10 \$8.75
Treasury 8½% Ln 2000 \$4.25

UK COMPANIES

TODAY
COMPANY MEETINGS:
Coca-Cola, 1 Paternoster Row, E.C.,
12.00
Haemocoil, 10th Floor Moor
House, 119 London Wall, E.C.,
10.45
BOARD MEETINGS:
Finals:
Derby Trust
Season
Interims:
Bail (A.H.)
Centronics
GT, Morgan Inv. Tst.
Merzies (J.)
Shield Group

TOMORROW
COMPANY MEETINGS:
Adrian Engineering Economics
Inv. Tst., 85 Charterhouse
Street, E.C., 12.30
Dunedin Smaller Companies
Inv. Tst., Dunedin House, 25
Ravelston Terrace, Edinburgh,
2.00
Dunedin Worldwide Inv. Tst.,
Dunedin House, 25 Ravelston
Terrace, Edinburgh, 12.00
Leeds Group, Forte Crest Hotel,
Bramhope, Leeds, 12.00
Lovel (Y.J.), Stationers' Hall,
Ave Maria Lane, E.C., 12.00
Sanderson Electronics,
Grosvener House Hotel, Charter

Square, Sheffield, 12.00
Whessoe, 81 Coleman Street,
E.C., 12.00
BOARD MEETINGS:
Finals:
Domino Printing
Fleming
M & G Dual Tst
Watson & Philip
Interims:
City of Oxford Inv. Tst.
Davies (D.V.)
Masthead Insurance
Mitro Group
Murray Smaller Markets Tst.
Rover
Marschall Exdra
Income
WEDNESDAY
JANUARY 25
COMPANY MEETINGS:

The Fleming Indian Investment
Trust, The Chartered
Accounts' Hall, Moorgate
Place, E.C., 12.00
Whitney, Broadwalk House, 5
Appold Street, E.C., 11.00
Wolverhampton & Dudley
Breweries, Station Hotel, Castle
Hill, Dudley, 12.00
BOARD MEETINGS:
Finals:
Ailes Textile
CLM Insurance
First Philippine Tst.
Interims:
Stewart & Fowler
Dudley Jenkins
Govett American Smaller
Moscow Inv.
Murray Spill Cap. Tst.
Newmark (Louis)

THURSDAY
JANUARY 26
COMPANY MEETINGS:
Barcom, 154 Fleet Street, E.C.,
10.00
Burton Group, London Marriott
Hotel, Grosvenor Square, W.,
11.00
Fairline Boats, Barnwell Road,
Oundle, Peterborough, 12.00
Gowett High Inc. Inv. Tst.,
Shackleton House, 4,
Bartlebridge Lane, S.E., 12.30
Mortland, The Brewery, Oak
Street, Abingdon, Oxfordshire,
12.30
Murray Enterprise, 30 Coleman
Street, E.C., 3.00
Murray Investment Trust, 6
Aldyn Place, Edinburgh, 11.00

Sheriff Hldgs, Edwinton Hall,
Village Street, Edwinton,
Nottingham, 10.30
Tate & Lyle, Barbican Hall,
Barbican Centre, E.C., 11.30
BOARD MEETINGS:
Finals:
English & Caledonian Inv.
Garmons
Warner Estates
Warrants & Value Inv. Tst.
Wilton Inv.
Interims:
Freepoint Leisure
Govett Emerging Mids Inv. Tst.
Hawthorn Index Tst.
Goodwood Group
Lazard High Income Trust
Merivier-Swain
Mifry
Prior

Stavert Zigmola
Uniplan Group
Unitech
FRIDAY
JANUARY 27
COMPANY MEETINGS:
Cooper (Frederick), Park Hall
Hotel, Wolverhampton, 12.00
Envirodram, 74 Sunderland
Road, Sandy, Beds., 10.00
BOARD MEETINGS:
Finals:
Continental Assets
Gresham Computing
Malvern Index Tst.
Partridge Fine Arts
Interims:
British Bloodstock
Pryson (J & J)
Prism Leisure

Whitney Mackay-Lewis
Wholesale Fittings
SATURDAY
JANUARY 28
COMPANY MEETINGS:
MFC, Harrogate Int. Centre,
Kings Road, Harrogate, 10.30
Company meetings are annual
general meetings unless
otherwise stated.
Please note: Reports and
accounts are not normally
available until approximately six
weeks after the board meeting
to approve the preliminary
results.

CONFERENCES & EXHIBITIONS

JANUARY 27
Investor Relations:
The Institutions
What makes the institutions tick, the funds
within the funds, 1995 institutional activity
agenda, analysis of top houses and fund
managers. Speakers include BA Pensions
Fund CEO David Gamble, MAM Director
Paul Harwood, TFS Smaller Companies IT
Director John Alexander, Merrill Lynch,
Moderator/Institutional Investor magazine
London Bureau Chief David Fairhead.
Contact: NAC Associates Seminars
Tel: 071 497 2225 Fax: 071 497 8335

JANUARY 31
A Practical Guide to Business
Opportunities
Lithuania, a prime investment location
serving West and East, stable politically,
economically and financially, has attracted
considerable foreign investment both direct
and by joint-venture. This seminar will look
at business opportunities and the key to
address will be given by the Lithuanian
Prime Minister, Dr. Adolfas Slezevicius.
Companies with experience of investment in
Lithuania will present case studies.
Contact: Nicola Martin, CBI Conferences
Tel: 071 379 7400 Fax: 071 497 3646

JANUARY 31 / FEBRUARY 1
Practical Dealing course -
Foreign Exchange
Training in Spot and Forward rates dealing
for trainee/junior dealers and Corporate
treasury personnel. Highly participative
course including WINDEAL (PC Windows-
based dealing simulator). Training effected
by practitioners with many years' market
experience.
£250 + V.A.T.
Lywood David International Ltd.
Tel: 0959 565820 Fax: 0959 565821

FEBRUARY 1-3 & APRIL 10-12
Fixed Income Portfolio
Management
Essential for analysts, investment banks, fund
managers, corporate treasurers who need to
keep abreast of bond portfolio management
techniques and practices.
Government, corporate floating rate bonds,
Duration and convexity, Bond futures and option
£255 plus VAT
Course Director: Dr. Terry Watson
Contact: BPP Bank Training, London Regas
Tel: 0171 626 8444 Fax: 0171 626 7818

FEBRUARY 1-3 & JUNE 7-9
An Introduction to Accounting
For delegates with little or no knowledge of
accounting. Provides a foundation level of
understanding.
Lectures and books of prime entry. Cost of
goods sold - valuation. Fixed assets and
depreciation. Trial balance and final accounts.
£225 plus VAT
Course Director: Pam Powell
Contact: BPP Bank Training, Pam Powell
Tel: 0171 626 8444 Fax: 0171 626 7818

FEBRUARY 2
Impact of Derivatives on
Securities Markets
A high-level conference to examine the impact
of the growth of derivatives on securities
markets. Speakers will include senior
representatives from LIFER, SIFER, London
Stock Exchange, J.P. Morgan Securities Ltd.,
Union Bank of Switzerland, Deutsche Bank
AG and Banque de Paris.
Contact: Arlette Savona, Dow Jones Telefax
Tel: 0171 552 9737 Fax: 0171 552 3791

FEBRUARY 3
Trade Associations for the 21st Century
CBI Conference, including speakers from the
Department of Trade and Industry and major
trade associations will address practical issues
and encourage exchange of views.
Contact: Nicola Martin, CBI Conferences
Tel: 0171 379 7400 Fax: 0171 497 3646

FEBRUARY 6
Staff Recruitment and Selection
FEBRUARY 7
Performance Appraisals
Two one-day courses for identification,
Specification, Shortlisting, Networking,
Structured Interviewing, Psychometric
Models, The Process of Appraisal, Developing an
Effective Team. £245 per course. 15%
discount for delegates booking both courses.
Contact: Fairplace
Tel: 0171 325 0595

FEBRUARY 6/7
Introduction to Foreign
Exchange and Money Markets
Highly participative training course covering
international FX and money markets featuring
WINDEAL, a realistic PC based dealing
simulator. For Corporate treasurers, bank
dealers, marketing executives, financial
controllers, systems and support personnel.
£530 + V.A.T.
Lywood David International Ltd.
Tel: 0959 565820 Fax: 0959 565821

FEBRUARY 6-8
Understanding Capital Markets
Background/development of the Market,
Disturbances, Securitisation, Main
Participants, Regulatory Framework.
Fixed/Floating Eurobonds, Government
Bonds, Ratings, Bond Yields, Risk/Reward
Relationship.
Effect of Currency/Interest Rate Risk on
Capital Market Instruments. Equity Finance
and Hybrids, Listings, Role of Stock
Exchanges, Primary and Secondary Markets.
£725 + V.A.T.
Contact: Fairplace Tel: 0171 325 0595

FEBRUARY 8
The Evolving UK Programme and
its International Context
This conference, organised by OFTEL and
FT Conference, focuses on the critical role
and both of the competitive regime as it goes
into its second decade and how OFTEL
proposes to ensure interconnection
arrangements in the UK fully meet the needs
of multi-operator market.
Sponsors: Financial Times
Tel: 081-673 9000 Fax: 081-673 1335

FEBRUARY 8, 1995
The growing business:
Lessons for entrepreneurs
A panel of advisers and entrepreneurs will
outline four key issues relating to managing a
growing business and offer a Key Factor in
growth, how to recruit the right people; how
to promote your company; how to make the
quantum leap and second generation
business.
Sponsors: Financial Times
Tel: 081-673 9000 Fax: 081-673 1335

FEBRUARY 9/10
Practical Dealing course -
Foreign Exchange
Training in Spot and Forward rates dealing
for trainee/junior dealers and Corporate
treasury personnel. Highly participative
course including WINDEAL (PC Windows-
based dealing simulator). Training effected
by practitioners with many years' market
experience.
£250 + V.A.T.
Lywood David International Ltd.
Tel: 0959 565820 Fax: 0959 565821

FEBRUARY 9-10
Valuing Companies
Company Valuation is the Backbone of
Corporate Finance and offers a Key Factor in
Leading Decisions. Concepts and
Components of Value, Risks and Return.
Methods of Valuing Companies - Asset
Earnings, Cashflow Based, Leveraged Buy-
outs, advanced Techniques. Valuing and
Restructuring the Loss Making Company
£475 + V.A.T.
Contact: Fairplace Tel: 0171 325 0595

FEBRUARY 13
Financing the International Oil
Industry - An Impending Problem
With the development of the international oil
industry in the near future be constrained by
lack of financing? Papers will include:
Financing Requirements for International
and Independent Oil and Gas, Equity,
Capital Markets, Cross Border Pipeline,
Treasury Risk, Russian Energy Projects and
Risk.
Contact: Caroline Little, Institute of Petroleum
Tel: 0171 467 7100

FEBRUARY 13-14
Intelligent Financial and Business
Systems
Applying novel "Intelligent" computing
techniques in finance, marketing, retail and
other business areas. Speakers include:
Banc, ABN-Amro Bank, British Gas and The
National Grid Co examine developments in the
use of "Intelligent" Systems in their
organisations. This conference will discuss the
importance of these techniques for customer
profiling, insurance underwriting and demand
forecasting and explain underlying computing
techniques.
Contact: Caroline Little, IBC Technical Services
Tel: 0171 637 4383 Fax: 0171 631 3214

FEBRUARY 13-15 & APRIL 26-28
Advanced Credit Analysis
Targeted at experienced credit/investment
analysts and credit managers the course works
through case studies involving sample
companies in order to highlight the most
sophisticated techniques used in financial
analysis.
Course covering: Derivatives - counterparty
and product risk. Corporate failure
£795 plus VAT
Course Director: Ross Turner
Contact: BPP Bank Training, Ross Turner
Tel: 0171 626 8444 Fax: 0171 626 7818

FEBRUARY 14/15
Selling Skills for Treasury Staff
The Selling Skills for Treasury Staff
course is designed to introduce the subject of selling
techniques to corporate dealers and customer
services people. The course looks at the need
to empathise and then identify the most
appropriate products. The linking of products
to the customers' situation. Leading to
greater confidence when dealing with the
customer. £245 + V.A.T.
Lywood David International Ltd.
Tel: 0959 565820 Fax: 0959 565821

FEBRUARY 15
Specialist Training for Trade
Finance Personnel
Introduction to Forfeiting
"Product Description" Risk Profile of
Forfeiting Operations "Documentation"
Bills of Exchange and Promissory Notes
"Marketing and Recovering Orders and Indications"
"Calculations, Export and Valuation Quotations"
"Settlement in the Forfeiting Market."
£285 + V.A.T. one day. Contact: TFL/Nicola
Blackman Tel: 0171-606-0084/600-2123
Fax: 0171-600-3751

FEBRUARY 15-17
Credit Training Workshops
Thomson BankWatch, Inc. leader in global
bank risk analysis, is launching a series of
credit training workshops. Topics to be
covered are: Emerging Market Sovereign
Risk Analysis, Latin American Banks,
Introduction to Banking Systems and Banks
Emerging Markets of Asia. For full details
please contact Terry Brown 0171-533 5248
or Fax: 0171-815 0408

FEBRUARY 18
Collaborative for Competitive
Advantage: The Changing World of
Alliances and Partnerships
The imperatives of competing in global
markets through strategic development of
corporate finance and offer a Key Factor in
growth, how to recruit the right people; how
to promote your company; how to make the
quantum leap and second generation
business.
Sponsors: Financial Times
Tel: 081-673 9000 Fax: 081-673 1335

FEBRUARY 18
Major Overseas Projects
A one-day seminar on the AlpTransit
tunnels, the Orisund bridge and tunnel,
Dubai's Light Rail project and the
Cape Town Metro. Project Directors
are flying in to present the opportunities for
UK companies.
Contact: Hazel Reddin
Tel: 091 235 7297 Fax: 091 235 7298

FEBRUARY 16
Offshore Financial Opportunities
in the Cayman Islands
Gain greater insight into the legal, financial
and operational advantages of using
Cayman-based: Mutual funds; Limited
Partnerships; Structured Finance; Banking;
Insurance; and Ship Registration.
Conference fee: £100 + V.A.T.
Contact: Eric Kinnaird, IBC Legal Studies
and Services Limited Tel: 0171 637 4383
Fax: 0171 631 3214

FEBRUARY 20-21
Business Process Re-engineering
(BPR)
Leading seminar series on Business Process
Re-engineering. The 1995 programme
includes new sections on self-managed
teams and radical BPR. Coaching style of
presentation. Based on 150 successful BPR
projects. 60 opportunities to the private &
public sectors attended in 1994. Repeated
March 20-21.
Contact: Richard Parry, Vertical Systems
Tel: 01455-250266 Fax: 044-1455-890823

FEBRUARY 21
EC Competition Law Workshop
CPD Accredited
Failure to take EC law into account could
cost many millions of pounds in fines,
together with the possibility of substantial
claims in damages by third parties suffering loss.
This workshop provides a
comprehensive and practical introduction to
the subject.
Contact: International Professional
Conferences Ltd on 061 445 8623

FEBRUARY 22
The Transaction Superhighway
Reaching Customers Through
Screens
CBI/DARC Conference will set out the key
issues associated with the development of
the transaction superhighway, its
implications and the likely timescales or
events. Speakers in specialist in all aspects
of interactive media. The conference is
accompanied by an Applications Gallery.
Contact: Nicola Martin, CBI Conferences
Tel: 0171 379 7400 Fax: 0171 497 3646

FFEBRUARY 22-23
Pay Appraisal and Career
Development
A practical guide to the latest techniques for
achieving excellent employee performance in
the delivery organisation. This important
two-day conference explores how to radically
improve your business performance by
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and motivation systems.
Contact: Nicola Martin
Tel: 0181 543 6565 Fax: 0181 544 9020

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DIT, ADL, Adfite, Oilfield Government
Delegations, Oil/Non-oil Companies,
Lawyers, NGOs, academics and journalists
are attending. Co-sponsored by
BP/Shell/Mobil.
Contact: Nicola Martin
Tel: 0181-520-8667 Fax: 0181-520-1688

FEBRUARY 28 - MARCH 1
CTI and Beyond
As the worlds of computing and telephony
move ever closer, Computer Telephone
Integration is becoming relevant to almost
every organisation. This seminar includes
case studies of uses of CTI technology, and
overview of the technology and future of
CTI, and examinations of CTI
implementation and products.
Contact: Union Seminars, 0895 256 484,
fax 0895 813 095

FEBRUARY 28 - MARCH 1
Trawling the Internet: The
Commercial Impact and
Opportunities
A timely overview outlining the benefits of
Internet services to the professional and
commercial organisation. Users and vendors
of Internet products and services, politicians,
computer multinationals explain their
strengths and vision of the future.
Contact: Union Seminars
Tel: 0895 256 484, fax: 0895 813 095

MARCH 1
Doing Business on the Internet -
A Manager's Guide
This non-technical one-day seminar shows
you how to creatively use the Internet to
increase profits. Demystifying technical
jargon, it focuses on those applications with
real business value and provides numerous
case studies. Practical guidelines are offered
on developing your Internet business plan as
well as a coaching course.
Contact: Gareth Jones, Moudstock
Tel: 0181 871 2546 Fax: 0895 813 3866

MARCH 1 & 2
Investment Training Seminars
Day 1 - Trading Tactics - An introduction to
investment and risk management.
Day 2 - Technical Analysis - The mystery of
the subject unveiled. Each seminar £170 plus
VAT, both courses £300 plus VAT.
Contact: Synergy Software Limited
Tel: 0862 424282 Fax: 0862 425741

MARCH 1-2
Risk Assessment of Emerging
Opportunities in UK Private
Finance
SMI Private Finance Series: highly focused
events on PFI Risk Assessment, with the
latest case studies for Private Finance in the
Local Authorities, Transport Infrastructure,
Core NHS Services and Information
Technology. Latest from HM Treasury,
Government Panel and the key public and
private sector players.
Contact: Rachel Denning, SMI
Tel: 0171 417 7790 Fax: 0171 417 7791

MARCH 2
Managing New Product Development
for Business Turnaround
One day conference exploring how design
management is fundamental to the
manufacturing process. Organised by the
Design Museum and sponsored by the DTL.
Contact: Conference Secretariat: Northern
Conferences Bureau
Tel: 01623 502600 Fax: 01623 502900

MARCH 2
Confidence Europe 1995 -
The State of the Union
A series of 12 seminars on political,
economic and social developments within
the European Union. Presented by London
School of Economics lecturers and aimed at
professionals. Held on Thursday evenings
starting March 1995.
Contact: LSE Continuing and Professional
Education
Tel: 0171 955 7227

MARCH 2-3
Shopping in Cyberspace &
Publishing for Profit on the Internet
These two day workshops show how the
convergence of multimedia technology is
changing the worlds of publishing and
commerce. Key players explain how home
shopping networks are influencing different
retailers and consumers; and how the
cyberworld (the Internet) is revolutionising
the publishing industry.
Contact: Union Seminars
Tel: 0895 256 484 Fax: 0895 813 095

MARCH 2-3
Electronic Messaging
Electronic messaging is one of the most
important requirements to survive in an
increasingly dynamic market and to play a role
in its future. Topics include: interconnecting
existing messaging communities; workflow
computing; mobile and remote workers;
electronic messaging and EDI; desktop
Director; Pro Dimension; Charafas
Contact: BPP Bank Training, Hilary Jackson
Tel: 0171 626 8444 Fax: 0171 626 7818

MARCH 28-29
The Role of IT in BPR: Enabler
Versus Detractor
This seminar examines intersections and
tensions between BPR and information
technology, and investigates pros and cons
of application-pull versus technology-push.
It identifies the critical success factors in
BPR; explains the practical steps to exploit
the synergies; analyses the role of the IT
management in BPR. Followed by a separate
two day workshop on Aligning IT and BPR:
building the enterprise model.
Contact: Union Seminars
Tel: 0895 256 484 Fax: 0895 813 095

MARCH 29-30
Strategies for Implementing
Re-engineering Programs
Re-engineering programs and software tools to
support the re-engineering life cycle
Present a practical guide in managing the
re-engineering process. Experts will conduct
seminars and Q&A sessions on
infrastructure, People/Process, Autos,
Trials, Communications and Financing.
Third Millennium Productions.
(0191) 864-1822/FAX (0191) 353-7603

MARCH 30
Banking, The City and Politics
The banks and the economy: industry, the
economy, the government. The Chamberlain
of Bankers' first annual conference is
sponsored by AT&T and will be chaired by
Sir Michael Cresswell. Speakers include Eddie
George, Tom Farmer and Christopher Field.
Contact: Gillian Wright, CIB
Tel: 0227 762600 Fax: 0227 763788

MARCH 19-31
Retail and Wholesale Banking
Seminar
2 week residential seminar for bankers from
the emerging markets. Week 1 - retail
banking, payments systems, credit
assessment & trade finance. Week 2 -
wholesale treasury, FX and M&M and
derivative markets. Highly participative
seminar. Incl. educational visits to
financial institutions in both weeks.
£1,750 + V.A.T. fully inclusive tuition &
accommodation, (15% discount 2+)
Lywood David International Ltd. Book by
Tel: 044 1959 565821

MARCH 22
Presentations for Professionals
by Professionals
Sharpen your presenting skills in a West
London residential seminar. Design, action
and stand-up comedians will show you how
to galvanise audience attention; ensure
impact and memorability; create selling
clides; be memorable. Learn how to produce
unforgettable presentations.
Contact: Executive Presentations
Tel: 0171 251 5053 Fax: 0171 490 0566

MARCH 22
101 Estate Planning Ideas and
Traps for Individuals, Trusts and
Family Companies
Specialist conferences developed by
Barrie, Patrick Soars and Barry
McCarteen. Joining them are Tony
Wickstead who is nationally known as a
specialist on the uses of insurance in tax
planning and Kevin Slevin who is equally
well known for capital gains tax planning.
Contact: Yields Goffe, IBC Legal Studies
and Services Limited Tel: 0171 637 4383
Fax: 0171 631 3214

MARCH 23-24 1995
PlanEcon Conference
Announcement
Transition & Recovery in Eastern Europe
and the Former Soviet Republics and East
European & Former Soviet Energy Sector:
Recovery in Sight? PlanEcon,
DR/McGraw-Hill conferences with Boris
Fedorov, Petr Bort and Terry Adams.
Contact: Richard Belmont on
+44-61-545 6212.

MARCH 27-28
Edward De Bono's Six Thinking
Hats Workshop
The Management Tool for Building the
Innovative Organisation. Course Presenters
Chuck Dwyer, Cesar de Bono
Learn to Use "Parallel Thinking" techniques
as a powerful alternative to Adversarial
Thinking. Generate output from meetings.
Generate meeting ideas. Make your
organisation more innovative and action
oriented.
Contact: Juliet Mochejse, Moudstock
Tel: 081-671 2546 Fax: 081-671 3866

MARCH 28-29
Electronic Messaging
Electronic messaging is one of the most
important requirements to survive in an
increasingly dynamic market and to play a role
in its future. Topics include: interconnecting
existing messaging communities; workflow
computing; mobile and remote workers;
electronic messaging and EDI; desktop
Director; Pro Dimension; Charafas
Contact: Union Seminars
Tel: 0895 256 484 Fax: 0895 813 095

MARCH 28-29
The Role of IT in BPR: Enabler
Versus Detractor
This seminar examines intersections and
tensions between BPR and information
technology, and investigates pros and cons
of application-pull versus technology-push.
It identifies the critical success factors in
BPR; explains the practical steps to

WORLD STOCK MARKETS

EUROPE (Jan 20 / Sat)									
Stock	High	Low	Open	Close	Change	Vol	High	Low	Open
Austria	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Belgium	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
France	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Germany	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Italy	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Netherlands	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Spain	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Sweden	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Switzerland	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
UK	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
AFRICA (Jan 20 / Sat)									
South Africa	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
ASIA (Jan 20 / Sat)									
Japan	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
OCEANIA (Jan 20 / Sat)									
Australia	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
MIDDLE EAST (Jan 20 / Sat)									
Israel	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270

INDICES									
Index	High	Low	Open	Close	Change	Vol	High	Low	Open
Australia	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Canada	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
France	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Germany	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Italy	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Japan	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Netherlands	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Spain	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Sweden	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Switzerland	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
UK	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270

US INDICES									
Index	High	Low	Open	Close	Change	Vol	High	Low	Open
Dow Jones	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
S&P 500	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
NASDAQ	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270

NORTH AMERICA									
Index	High	Low	Open	Close	Change	Vol	High	Low	Open
Canada	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270

AFRICA									
Index	High	Low	Open	Close	Change	Vol	High	Low	Open
South Africa	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270

ASIA									
Index	High	Low	Open	Close	Change	Vol	High	Low	Open
Japan	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270
Other	1,275	1,270	1,270	1,270	0.0	1,270	1,275	1,270	1,270

CURRENCIES AND MONEY

POUND SPOT FORWARD AGAINST THE POUND

		Closing	Change	Day's	One month	Three months	One year	Bank of
		mid-point	on day	spread	Rate	Rate	Rate	Eng. Index
Europe								
Austria	(Sch)	16.8340	-0.0189	283	-417	17.0761	16.8715	16.8215
Belgium	(Bfr)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Denmark	(DKr)	9.4637	-0.0074	600	-673	9.5816	9.4800	9.4813
France	(Ffr)	7.4201	-0.0187	123	-278	7.4800	7.4123	-
Germany	(DM)	8.3048	-0.0243	514	-682	8.3407	8.3008	8.3058
Greece	(Dr)	2.3985	-0.0033	977	-989	2.4088	2.3955	2.4079
Italy	(Lira)	373.503	-0.004	282	-744	374.788	373.282	-
Japan	(Yen)	160.992	-0.0095	685	-689	161.131	160.979	160.98
Spain	(Pta)	200.255	-0.012	521	-132	200.421	200.221	200.25
Sweden	(Skr)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Switzerland	(Sfr)	2.0670	-0.0068	157	-182	2.0726	2.0614	2.062
UK	(Sterling)	1.0000	-	-	-	1.0000	1.0000	1.0000
US	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971
Asia								
Argentina	(Peso)	1.5504	-0.0023	593	-509	1.5917	1.5544	-
Brazil	(Cr)	1.3492	-0.0185	481	-602	1.3502	1.3422	-
Canada	(Cdn)	2.2655	-0.0038	654	-674	2.2703	2.2634	2.2684
China	(Yuan)	8.0554	-0.0443	138	-871	8.0971	8.0431	-
India	(Rupee)	50.991	-0.0003	987	-904	51.0515	50.989	50.986
Indonesia	(Rupiah)	2.0881	-0.0181	670	-682	2.0989	2.0871	2.0885
Malaysia	(Ringgit)	2.2369	-0.0185	624	-694	2.2503	2.2368	2.2378
Philippines	(Peso)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Singapore	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971
South Korea	(Won)	2.0881	-0.0181	670	-682	2.0989	2.0871	2.0885
Taiwan	(Dollar)	2.2369	-0.0185	624	-694	2.2503	2.2368	2.2378
Thailand	(Baht)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
US	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971

FTSE 100 for Jan 10, 1995, 10,000 points. The FTSE 100 index is a measure of the performance of the 100 largest companies listed on the London Stock Exchange. The index is calculated as the total market value of the 100 companies divided by the number of shares outstanding. The index is quoted in points and is subject to fluctuations. The index is a good indicator of the overall performance of the UK stock market.

CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

		Closing	Change	Day's	One month	Three months	One year	Bank of
		mid-point	on day	spread	Rate	Rate	Rate	Eng. Index
Europe								
Austria	(Sch)	16.8340	-0.0189	283	-417	17.0761	16.8715	16.8215
Belgium	(Bfr)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Denmark	(DKr)	9.4637	-0.0074	600	-673	9.5816	9.4800	9.4813
France	(Ffr)	7.4201	-0.0187	123	-278	7.4800	7.4123	-
Germany	(DM)	8.3048	-0.0243	514	-682	8.3407	8.3008	8.3058
Greece	(Dr)	2.3985	-0.0033	977	-989	2.4088	2.3955	2.4079
Italy	(Lira)	373.503	-0.004	282	-744	374.788	373.282	-
Japan	(Yen)	160.992	-0.0095	685	-689	161.131	160.979	160.98
Spain	(Pta)	200.255	-0.012	521	-132	200.421	200.221	200.25
Sweden	(Skr)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Switzerland	(Sfr)	2.0670	-0.0068	157	-182	2.0726	2.0614	2.062
UK	(Sterling)	1.0000	-	-	-	1.0000	1.0000	1.0000
US	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971
Asia								
Argentina	(Peso)	1.5504	-0.0023	593	-509	1.5917	1.5544	-
Brazil	(Cr)	1.3492	-0.0185	481	-602	1.3502	1.3422	-
Canada	(Cdn)	2.2655	-0.0038	654	-674	2.2703	2.2634	2.2684
China	(Yuan)	8.0554	-0.0443	138	-871	8.0971	8.0431	-
India	(Rupee)	50.991	-0.0003	987	-904	51.0515	50.989	50.986
Indonesia	(Rupiah)	2.0881	-0.0181	670	-682	2.0989	2.0871	2.0885
Malaysia	(Ringgit)	2.2369	-0.0185	624	-694	2.2503	2.2368	2.2378
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Taiwan	(Dollar)	2.2369	-0.0185	624	-694	2.2503	2.2368	2.2378
Thailand	(Baht)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
US	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971

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D-MARK FUTURES (M/M) DM 125,000 per DM

		Closing	Change	Day's	One month	Three months	One year	Bank of
		mid-point	on day	spread	Rate	Rate	Rate	Eng. Index
Europe								
Austria	(Sch)	16.8340	-0.0189	283	-417	17.0761	16.8715	16.8215
Belgium	(Bfr)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Denmark	(DKr)	9.4637	-0.0074	600	-673	9.5816	9.4800	9.4813
France	(Ffr)	7.4201	-0.0187	123	-278	7.4800	7.4123	-
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Italy	(Lira)	373.503	-0.004	282	-744	374.788	373.282	-
Japan	(Yen)	160.992	-0.0095	685	-689	161.131	160.979	160.98
Spain	(Pta)	200.255	-0.012	521	-132	200.421	200.221	200.25
Sweden	(Skr)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Switzerland	(Sfr)	2.0670	-0.0068	157	-182	2.0726	2.0614	2.062
UK	(Sterling)	1.0000	-	-	-	1.0000	1.0000	1.0000
US	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971
Asia								
Argentina	(Peso)	1.5504	-0.0023	593	-509	1.5917	1.5544	-
Brazil	(Cr)	1.3492	-0.0185	481	-602	1.3502	1.3422	-
Canada	(Cdn)	2.2655	-0.0038	654	-674	2.2703	2.2634	2.2684
China	(Yuan)	8.0554	-0.0443	138	-871	8.0971	8.0431	-
India	(Rupee)	50.991	-0.0003	987	-904	51.0515	50.989	50.986
Indonesia	(Rupiah)	2.0881	-0.0181	670	-682	2.0989	2.0871	2.0885
Malaysia	(Ringgit)	2.2369	-0.0185	624	-694	2.2503	2.2368	2.2378
Philippines	(Peso)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
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South Korea	(Won)	2.0881	-0.0181	670	-682	2.0989	2.0871	2.0885
Taiwan	(Dollar)	2.2369	-0.0185	624	-694	2.2503	2.2368	2.2378
Thailand	(Baht)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
US	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971

FTSE 100 for Jan 10, 1995, 10,000 points. The FTSE 100 index is a measure of the performance of the 100 largest companies listed on the London Stock Exchange. The index is calculated as the total market value of the 100 companies divided by the number of shares outstanding. The index is quoted in points and is subject to fluctuations. The index is a good indicator of the overall performance of the UK stock market.

JAPANESE YEN FUTURES (M/M) Yen 125,000 per Yen

		Closing	Change	Day's	One month	Three months	One year	Bank of
		mid-point	on day	spread	Rate	Rate	Rate	Eng. Index
Europe								
Austria	(Sch)	16.8340	-0.0189	283	-417	17.0761	16.8715	16.8215
Belgium	(Bfr)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Denmark	(DKr)	9.4637	-0.0074	600	-673	9.5816	9.4800	9.4813
France	(Ffr)	7.4201	-0.0187	123	-278	7.4800	7.4123	-
Germany	(DM)	8.3048	-0.0243	514	-682	8.3407	8.3008	8.3058
Greece	(Dr)	2.3985	-0.0033	977	-989	2.4088	2.3955	2.4079
Italy	(Lira)	373.503	-0.004	282	-744	374.788	373.282	-
Japan	(Yen)	160.992	-0.0095	685	-689	161.131	160.979	160.98
Spain	(Pta)	200.255	-0.012	521	-132	200.421	200.221	200.25
Sweden	(Skr)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Switzerland	(Sfr)	2.0670	-0.0068	157	-182	2.0726	2.0614	2.062
UK	(Sterling)	1.0000	-	-	-	1.0000	1.0000	1.0000
US	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971
Asia								
Argentina	(Peso)	1.5504	-0.0023	593	-509	1.5917	1.5544	-
Brazil	(Cr)	1.3492	-0.0185	481	-602	1.3502	1.3422	-
Canada	(Cdn)	2.2655	-0.0038	654	-674	2.2703	2.2634	2.2684
China	(Yuan)	8.0554	-0.0443	138	-871	8.0971	8.0431	-
India	(Rupee)	50.991	-0.0003	987	-904	51.0515	50.989	50.986
Indonesia	(Rupiah)	2.0881	-0.0181	670	-682	2.0989	2.0871	2.0885
Malaysia	(Ringgit)	2.2369	-0.0185	624	-694	2.2503	2.2368	2.2378
Philippines	(Peso)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
Singapore	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971
South Korea	(Won)	2.0881	-0.0181	670	-682	2.0989	2.0871	2.0885
Taiwan	(Dollar)	2.2369	-0.0185	624	-694	2.2503	2.2368	2.2378
Thailand	(Baht)	49.4745	-0.0237	307	-622	49.6420	49.4310	49.4385
US	(Dollar)	1.6960	-0.0002	682	-688	1.7038	1.6962	1.6971

FTSE 100 for Jan 10, 1995, 10,000 points. The FTSE 100 index is a measure of the performance of the 100 largest companies listed on the London Stock Exchange. The index is calculated as the total market value of the 100 companies divided by the number of shares outstanding. The index is quoted in points and is subject to fluctuations. The index is a good indicator of the overall performance of the UK stock market.

STRENGTH FUTURES (M/M) \$25,000 per \$

								UK clearing bank base lending rate 6¼ per Up to month
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Costs of Transfers: £100,000								

FT MANAGED FUNDS SERVICE

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OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

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Lazard Fund Managers - Confid.
Lazard Select Investment Trust Ltd

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Merrill Lynch Guernsey			
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Singer & Friedlander Inv Funds Ltd - Co
American Growth ----- PG 204 Z -

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Commercial Union Luxembourg SA
Branch Office

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Midland Int'l Circuit Fund SICAD
Midland Bank Fund Managers (Jersey) Ltd
1000—25.73 Index: 20000

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100000	100.00	0.00	100	1.00	200000	200.00	0.00	200	2.00	300000	300.00	0.00	300	3.00
100001	100.01	0.01	100	1.00	200001	200.01	0.01	200	2.00	300001	300.01	0.01	300	3.00
100002	100.02	0.02	100	1.00	200002	200.02	0.02	200	2.00	300002	300.02	0.02	300	3.00
100003	100.03	0.03	100	1.00	200003	200.03	0.03	200	2.00	300003	300.03	0.03	300	3.00
100004	100.04	0.04	100	1.00	200004	200.04	0.04	200	2.00	300004	300.04	0.04	300	3.00
100005	100.05	0.05	100	1.00	200005	200.05	0.05	200	2.00	300005	300.05	0.05	300	3.00
100006	100.06	0.06	100	1.00	200006	200.06	0.06	200	2.00	300006	300.06	0.06	300	3.00
100007	100.07	0.07	100	1.00	200007	200.07	0.07	200	2.00	300007	300.07	0.07	300	3.00
100008	100.08	0.08	100	1.00	200008	200.08	0.08	200	2.00	300008	300.08	0.08	300	3.00
100009	100.09	0.09	100	1.00	200009	200.09	0.09	200	2.00	300009	300.09	0.09	300	3.00
100010	100.10	0.10	100	1.00	200010	200.10	0.10	200	2.00	300010	300.10	0.10	300	3.00
100011	100.11	0.11	100	1.00	200011	200.11	0.11	200	2.00	300011	300.11	0.11	300	3.00
100012	100.12	0.12	100	1.00	200012	200.12	0.12	200	2.00	300012	300.12	0.12	300	3.00
100013	100.13	0.13	100	1.00	200013	200.13	0.13	200	2.00	300013	300.13	0.13	300	3.00
100014	100.14	0.14	100	1.00	200014	200.14	0.14	200	2.00	300014	300.14	0.14	300	3.00
100015	100.15	0.15	100	1.00	200015	200.15	0.15	200	2.00	300015	300.15	0.15	300	3.00
100016	100.16	0.16	100	1.00	200016	200.16	0.16	200	2.00	300016	300.16	0.16	300	3.00
100017	100.17	0.17	100	1.00	200017	200.17	0.17	200	2.00	300017	300.17	0.17	300	3.00
100018	100.18	0.18	100	1.00	200018	200.18	0.18	200	2.00	300018	300.18	0.18	300	3.00
100019	100.19	0.19	100	1.00	200019	200.19	0.19	200	2.00	300019	300.19	0.19	300	3.00
100020	100.20	0.20	100	1.00	200020	200.20	0.20	200	2.00	300020	300.20	0.20	300	3.00
100021	100.21	0.21	100	1.00	200021	200.21	0.21	200	2.00	300021	300.21	0.21	300	3.00
100022	100.22	0.22	100	1.00	200022	200.22	0.22	200	2.00	300022	300.22	0.22	300	3.00
100023	100.23	0.23	100	1.00	200023	200.23	0.23	200	2.00	300023	300.23	0.23	300	3.00
100024	100.24	0.24	100	1.00	200024	200.24	0.24	200	2.00	300024	300.24	0.24	300	3.00
100025	100.25	0.25	100	1.00	200025	200.25	0.25	200	2.00	300025	300.25	0.25	300	3.00
100026	100.26	0.26	100	1.00	200026	200.26	0.26	200	2.00	300026	300.26	0.26	300	3.00
100027	100.27	0.27	100	1.00	200027	200.27	0.27	200	2.00	300027	300.27	0.27	300	3.00
100028	100.28	0.28	100	1.00	200028	200.28	0.28	200	2.00	300028	300.28	0.28	300	3.00
100029	100.29	0.29	100	1.00	200029	200.29	0.29	200	2.00	300029	300.29	0.29	300	3.00
100030	100.30	0.30	100	1.00	200030	200.30	0.30	200	2.00	300030	300.30	0.30	300	3.00
100031	100.31	0.31	100	1.00	200031	200.31	0.31	200	2.00	300031	300.31	0.31	300	3.00
100032	100.32	0.32	100	1.00	200032	200.32	0.32	200	2.00	300032	300.32	0.32	300	3.00
100033	100.33	0.33	100	1.00	200033	200.33	0.33	200	2.00	300033	300.33	0.33	300	3.00
100034	100.34	0.34	100	1.00	200034	200.34	0.34	200	2.00	300034	300.34	0.34	300	3.00
100035	100.35	0.35	100	1.00	200035	200.35	0.35	200	2.00	300035	300.35	0.35	300	3.00
100036	100.36	0.36	100	1.00	200036	200.36	0.36	200	2.00	300036	300.36	0.36	300	3.00
100037	100.37	0.37	100	1.00	200037	200.37	0.37	200	2.00	300037	300.37	0.37	300	3.00
100038	100.38	0.38	100	1.00	200038	200.38	0.38	200	2.00	300038	300.38	0.38	300	3.00
100039	100.39	0.39	100	1.00	200039	200.39	0.39	200	2.00	300039	300.39	0.39	300	3.00
100040	100.40	0.40	100	1.00	200040	200.40	0.40	200	2.00	300040	300.40	0.40	300	3.00
100041	100.41	0.41	100	1.00	200041	200.41	0.41	200	2.00	300041	300.41	0.41	300	3.00
100042	100.42	0.42	100	1.00	200042	200.42	0.42	200	2.00	300042	300.42	0.42	300	3.00
100043	100.43	0.43	100	1.00	200043	200.43	0.43	200	2.00	300043	300.43	0.43	300	3.00
100044	100.44	0.44	100	1.00	200044	200.44	0.44	200	2.00	300044	300.44	0.44	300	3.00
100045	100.45	0.45	100	1.00	200045	200.45	0.45	200	2.00	300045	300.45	0.45	300	3.00
100046	100.46	0.46	100	1.00	200046	200.46	0.46	200	2.00	300046	300.46	0.46	300	3.00
100047	100.47	0.47	100	1.00	200047	200.47	0.47	200	2.00	300047	300.47	0.47	300	3.00
100048	100.48	0.48	100	1.00	200048	200.48	0.48	200	2.00	300048	300.48	0.48	300	3.00
100049	100.49	0.49	100	1.00	200049	200.49	0.49	200	2.00	300049	300.49	0.49	300	3.00
100050	100.50	0.50	100	1.00	200050	200.50	0.50	200	2.00	300050	300.50	0.50	300	3.00
100051	100.51	0.51	100	1.00	200051	200.51	0.51	200	2.00	300051	300.51	0.51	300	3.00
100052	100.52	0.52	100	1.00	200052	200.52	0.52	200	2.00	300052	300.52	0.52	300	3.00
100053	100.53	0.53	100	1.00	200053	200.53	0.53	200	2.00	300053	300.53	0.53	300	3.00
100054	100.54	0.54	100	1.00	200054	200.54	0.54	200	2.00	300054	300.54	0.54	300	3.00
100055	100.55	0.55	100	1.00	200055	200.55	0.55	200	2.00	300055	300.55	0.55	300	3.00
100056	100.56	0.56	100	1.00	200056	200.56	0.56	200	2.00	300056	300.56	0.56	300	3.00
100057	100.57	0.57	100	1.00	2000									

LONDON SHARE SERVICE

BANKS, MERCHANT

Share	Price	Change	Dividend	Yield	Notes
Barclays Bank PLC	125.00	+0.50	1.10	0.88%	
Bank of Scotland	110.00	+0.25	1.00	0.91%	
Bank of Ireland	105.00	+0.25	0.90	0.85%	
Bank of Wales	100.00	+0.25	0.80	0.80%	
Bank of Cyprus	95.00	+0.25	0.70	0.74%	
Bank of Greece	90.00	+0.25	0.60	0.67%	
Bank of Spain	85.00	+0.25	0.50	0.59%	
Bank of Portugal	80.00	+0.25	0.40	0.50%	
Bank of France	75.00	+0.25	0.30	0.40%	
Bank of Italy	70.00	+0.25	0.20	0.29%	

BANKS, RETAIL

Share	Price	Change	Dividend	Yield	Notes
ABN AMRO	120.00	+0.50	1.00	0.83%	
ABN AMRO	115.00	+0.50	0.90	0.78%	
ABN AMRO	110.00	+0.50	0.80	0.73%	
ABN AMRO	105.00	+0.50	0.70	0.67%	
ABN AMRO	100.00	+0.50	0.60	0.60%	
ABN AMRO	95.00	+0.50	0.50	0.53%	
ABN AMRO	90.00	+0.50	0.40	0.44%	
ABN AMRO	85.00	+0.50	0.30	0.35%	
ABN AMRO	80.00	+0.50	0.20	0.25%	
ABN AMRO	75.00	+0.50	0.10	0.13%	

BREWERIES

Share	Price	Change	Dividend	Yield	Notes
Beck's	120.00	+0.50	1.00	0.83%	
Beck's	115.00	+0.50	0.90	0.78%	
Beck's	110.00	+0.50	0.80	0.73%	
Beck's	105.00	+0.50	0.70	0.67%	
Beck's	100.00	+0.50	0.60	0.60%	
Beck's	95.00	+0.50	0.50	0.53%	
Beck's	90.00	+0.50	0.40	0.44%	
Beck's	85.00	+0.50	0.30	0.35%	
Beck's	80.00	+0.50	0.20	0.25%	
Beck's	75.00	+0.50	0.10	0.13%	

BUILDING & CONSTRUCTION

Share	Price	Change	Dividend	Yield	Notes
AFI	120.00	+0.50	1.00	0.83%	
AFI	115.00	+0.50	0.90	0.78%	
AFI	110.00	+0.50	0.80	0.73%	
AFI	105.00	+0.50	0.70	0.67%	
AFI	100.00	+0.50	0.60	0.60%	
AFI	95.00	+0.50	0.50	0.53%	
AFI	90.00	+0.50	0.40	0.44%	
AFI	85.00	+0.50	0.30	0.35%	
AFI	80.00	+0.50	0.20	0.25%	
AFI	75.00	+0.50	0.10	0.13%	

BUILDING MATS. & MERCHANTS

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

BUILDING MATS. & MERCHANTS - Cont.

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

CHEMICALS

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

DISTRIBUTORS

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

DIVERSIFIED INDUSTRIALS

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

ELECTRICITY

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

ELECTRONIC & ELECTRICAL EQPT

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

ELECTRONIC & ELECTRICAL EQPT - Cont.

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

ENGINEERING

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

ENGINEERING, VEHICLES

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

ENGINEERING, VEHICLES

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

EXTRACTIVE INDUSTRIES

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

EXTRACTIVE INDUSTRIES

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

FOOD PRODUCERS

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	
Anglo	105.00	+0.50	0.70	0.67%	
Anglo	100.00	+0.50	0.60	0.60%	
Anglo	95.00	+0.50	0.50	0.53%	
Anglo	90.00	+0.50	0.40	0.44%	
Anglo	85.00	+0.50	0.30	0.35%	
Anglo	80.00	+0.50	0.20	0.25%	
Anglo	75.00	+0.50	0.10	0.13%	

GAS DISTRIBUTION

Share	Price	Change	Dividend	Yield	Notes
Anglo	120.00	+0.50	1.00	0.83%	
Anglo	115.00	+0.50	0.90	0.78%	
Anglo	110.00	+0.50	0.80	0.73%	</

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4 pm close January 20

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FT GUIDE TO THE WEEK

MONDAY 23

Santer takes charge



European Union foreign ministers, meeting in Brussels, will give their formal approval to the Commission under the presidency of Jacques Santer. The Commission then departs to Luxembourg for an official swearing-in ceremony at the Court of Justice on Tuesday.

Italian government crisis



Lamberto Dini (left), the new Italian prime minister, faces his first big hurdle when he presents his government programme. Once parliament has considered his proposals, the government will seek a vote of confidence, probably on Wednesday. The outcome is expected to be very close. If Mr Dini fails to obtain a majority, the government, sworn in last week, will fall.

Veal deal unlikely

European Union agriculture ministers meet in Brussels, with the new agricultural commissioner, Franz Fischler of Austria, present. The formal agenda suggests it will be a low-key affair, discussing sugar quotas and forestry set-aside. However, William Waldegrave, UK agricultural minister, will make a strong plea for a ban on the use of veal crates in other EU countries, and call for limited journey-times for livestock being transported to slaughter. There appears to be little appetite among the other 14 member states for urgent action, despite a European Commission decision last week to bring forward a review of the use of veal crates to this year from 1997.

UK economy

Preliminary gross domestic product figures for the fourth quarter of 1994 will help determine whether Kenneth Clarke, chancellor of the exchequer, and Eddie George, governor of the Bank of England, agree to raise interest rates when they meet on February 2. A rise may be averted if the figures suggest the growth rate of the economy is slowing towards the 2 to 2.5 per cent which it has been able to sustain in the past without pushing up inflation.

O.J. Simpson trial opens

The O.J. Simpson murder trial starts in Los Angeles. The former American football star is accused of murdering his ex-wife and her friend. US television will not be the same again until it ends - and it could easily last three months.

Channel tunnel train service

More high-speed Eurostar trains will run through the Channel tunnel. Departures on the London-Paris route will double to four a day each way except Friday and



The European Commission is to bring forward its review of the use of veal crates for calf rearing

Sunday, when five trains will run. There will be three daily departures each way between London and Brussels. French and Belgian railways are also replacing three of the four Trans-Europe Express units running between Paris and Brussels with high-speed TGV trains.

TUESDAY 24

Clinton addresses Congress

US president Bill Clinton delivers the state of the union speech to a joint session of Congress, now under Republican control for the first time in 40 years. The Republican response will be given by Governor Christine Whitman of New Jersey.

Mandela visits India

South African President Nelson Mandela arrives in India today for a five-day visit. During talks with India's prime minister, P.V. Narasimha Rao, Mr Mandela is expected to broach the idea of setting up an Indian Ocean trading conference that would be led by the two countries.

Socialist deadline in Bulgaria

By today, Zhan Videnov, leader of the Bulgarian Socialist Party, has to come up with a proposal for a government, on which parliament is expected to vote later this week. The Socialists, who won last month's early elections, have an outright majority.

Gulf war missing persons

The fate of 600 Kuwaiti and foreign nationals still missing after the Gulf war in 1991 will be discussed by officials from Iraq, Kuwait and the Gulf war coalition partners. The two-day meeting will be held

at the Geneva headquarters of the International Committee of the Red Cross. Iraq denies holding any captives but says it is willing to investigate specific cases.

Changing guard in Bosnia



The United Nations commander in Bosnia, Lieut-General Sir Michael Rose (left), hands over command to fellow Briton Major-General Rupert Smith on completing his one-year tour.

General Smith will need all his diplomatic skills to fulfil his UN mandate and cope with the political pressures from New York, Nato, Washington and all the "experts" who think they can do the job better than he can. If the war deteriorates, he may have to mastermind the withdrawal of UN troops. If a peace agreement is reached, his role will switch to peacekeeping on a grand scale.

Kohl drops in on Kok

Chancellor Helmut Kohl of Germany spends an evening in The Hague at the invitation of his Dutch counterpart, Prime Minister Wim Kok. Much of the talks will focus on bilateral relations.

Canada and Chile talk trade

Canada's prime minister, Jean Chretien, arrives in Chile at the head of a 100-strong trade mission. The team will discuss bilateral trade, investment and economic co-operation issues, as well as the timetable for negotiations on Chile's entry to Nato, which Canada has strongly

promoted. Chile is the fourth stop on an 11-day tour which includes Brazil, Argentina, Uruguay, Costa Rica and Trinidad and Tobago.

UK economy

The Confederation of British Industry's quarterly survey of manufacturers is the last significant piece of evidence that will determine whether UK interest rates rise again in February. The survey may indicate whether November's fall in factory output was the beginning of a trend or just a blip. Economists will look for evidence on the amount of spare capacity and the strength of upward pressure on factory prices.

WEDNESDAY 25

Shifts in Italy's right

An historic congress opens at the spa town of Fingit near Rome which will bury the neo-fascist MSI, heir to Mussolini's national socialist ideals, and formalise the new right-wing party, National Alliance, under the leadership of Gianfranco Fini. The congress, due to last five days, will determine whether the fascist nostalgics will split or be incorporated, at the risk of blackening the new party's image.

HK governor in London

Chris Patten, governor of Hong Kong, arrives in London for a three-day visit. He will meet Prime Minister John Major, Foreign Secretary Douglas Hurd and Tony Blair, leader of the opposition Labour party.

The trip comes at a time of poor Sino-British relations and Mr Patten's discussions are likely to embrace the latest thorny issue: Beijing's demand for information on civil servants, including

their nationality status, and the impact this row is having on civil service morale.

FT Survey

Merconor. On January 1 this year, the developing world's most important customs union came into being. Now the member states of Argentina, Brazil, Paraguay and Uruguay face the slow plod of deepening and extending the ties which link them.

Holidays

Brazil (São Paulo only).

THURSDAY 26

World Economic Forum

The annual meeting of the World Economic Forum starts in Davos, Switzerland. About 800 business leaders, 200 politicians and 300 scientists and academics will seek to set the world to rights in six days of brain-storming and occasional sking.

A strong team of economic officials from Mexico will spread assurances about the government's economic stabilisation plan, while Russia will field several ministers to brief on its economic reform programme. Mr Zhu Rongji, China's chief economic minister, has signalled his attendance.

EU-US trade encounter

Sir Leon Brittan, the European Union trade commissioner, meets US trade representative Mickey Kantor in Washington for talks on trade issues (to Jan 31).

Auschwitz ceremonies

A two-day commemoration of the liberation of the Auschwitz (Oświęcim) and Birkenau (Brzezinka) twin death camps 50 years ago gets under way. Preparations have been dogged by controversy between the Polish organisers and Jewish groups unhappy that President Lech Walesa will be speaking at the ceremony. Jewish groups say that silence should prevail in the place where more than 1m Jews and others were murdered by the Nazis.

Cricket

Fourth and penultimate Test between England and Australia begins in Adelaide (to Jan 30).

Saleroom:

The finest private collection of cricketing memorabilia to appear on the market for 30 years is to be sold by Phillips in London. Among the star lots are a watercolour by Spy, the Vanity Fair cartoonist Sir Leslie Mathew Ward, of the great batsman, Ranji, which should make £5,000; a complete run of Wisden, the cricketers' Bible, and a signed photograph of

legendary English cricketer W.G. Grace. The collection was built up over 75 years by dentist Harold "Hal" Cohen.

Holidays

Australia (Australia Day), India (Republic Day), Uganda (Liberation Day).

FRIDAY 27

Mafia hearing

A Sicilian court opens a preliminary hearing into whether seven-times former prime minister of Italy Giulio Andreotti should stand trial on charges of membership of the Mafia.

Southern African Community

The annual meeting of the Southern African Development Community (SADC) and International donors starts in Lilongwe, Malawi, (to Feb 9). South Africa, admitted last year, will attend for the first time. Delegates will be attempting to co-ordinate regional development.

Zambian Budget day

Donors will be looking for a clear commitment to early privatisation of the state copper mines, responsible for more than 90 per cent of export earnings, as well as continuing curbs on state spending.

SATURDAY 28

Giller in the balance

The coalition government of Turkey's Prime Minister Tansu Ciller hangs in the balance, as her social democratic SHP partner holds a conference to decide whether to quit the government and merge with the left-wing opposition CHP party.

SUNDAY 29

Nordic summit

The prime ministers of the five Nordic nations - Denmark, Finland, Sweden, Iceland and Norway - meet in Copenhagen to discuss the future of Nordic co-operation after Sweden and Finland's accession to the European Union and Norway's decision not to join. The other Nordic countries are anxious to see that Norway does not become isolated from the European political mainstream.

American Football

The San Francisco 49ers meet the San Diego Chargers at the Joe Robbie Stadium, Miami, in the first all-California Super Bowl. All the odds favour the 49ers, who have won four Super Bowls. The Chargers are making their first appearance.

Compiled by Patrick Stiles and Ian Holdsworth. Fax: (+44) (0)171 873 3194.

ECONOMIC DIARY

Statistics to be released this week

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual	Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	UK	4th qtr GDP, prelim**	3.9%	4.1%	Fri	Japan	Nov pers cons expend (workers)**	-	2.6%
Jan 23	UK	Ditto, qtr on qtr	0.7%	0.8%	Dec 27	Japan	Nov income (workers)**	-	0.6%
	Italy	Jan consumer prices index (cities)**	4%	3.9%	(cont)	Japan	Dec retail sales**	-1%	0.3%
	Canada	Nov retail sales**	0.6%	1.6%		Italy	Dec hourly wages	2%	1.9%
Tues	US	Dec Treasury budget	-\$4bn	-\$3.5bn		Canada	Dec indust production price index*	0.6%	0.5%
Jan 24	Japan	Nov coincident index	80%	70%		Canada	Dec raw materials price index*	0.7%	2.2%
	Japan	Nov leading diffusion index	-	50%					
	Japan	Dec trade bal (custom cleared)	\$12.6bn	12.9bn					
	France	Dec household consumption**	0.5%	1.7%					
	Canada	Nov wholesale trade**	1%	0.5%					
Wed	US	Dec existing home sales	-	\$3.81m					
Jan 25	Canada	Nov int securities transactions	-\$93.5bn	-\$81.2bn					
	Australia	4th qtr consumer prices index**	2.7%	1.9%					
Thur	US	Dec durable orders	0.3%	3.4%					
Jan 26	US	Dec durable shipments	-	2.7%					
	US	Initial claims w/e 21 Jan	328,000	-					
	UK	Dec trade, ex-EEC	-\$400m	-\$300m					
	Italy	Nov producer prices index**	4.5%	4.3%					
	Italy	Nov wholesale prices index**	4.4%	4%					
Fri	US	4th qtr GDP advance	4.4%	4%					
Jan 27	US	4th qtr GDP deflator advance	2.5%	1.9%					
	Japan	Jan consumer prices index (Tokyo)**	0.5%	0.5%					
	Japan	Dec consumer prices index (nation)**	0.5%	1%					
	Japan	Nov overall pers consumer expend**	-0.1%	-0.4%					

*month on month, **year on year, seasonally adjusted Statistics, courtesy NMS International.

Other economic news

Monday: Italian inflation figures are expected to show the rate of price increases picking up slightly, although the impact for the markets is likely to be overshadowed by political developments.

Tuesday: The rise in Japan's trade surplus in recent months is expected to have come to a halt in December leaving the surplus significantly down on a year earlier. The weekly Red Book in the US will indicate how strongly shop sales have begun the new year.

Wednesday: Sales of existing homes in the US are thought to have declined in December, following a downbeat Beige Book and a gloomy report from the National Association of Home Builders in the wake of recent interest rate rises.

Thursday: Britain's trade deficit with other countries in the European Union is predicted to have widened slightly in December, although to have remained relatively modest. US durable goods orders are thought to have been unchanged in the same month.

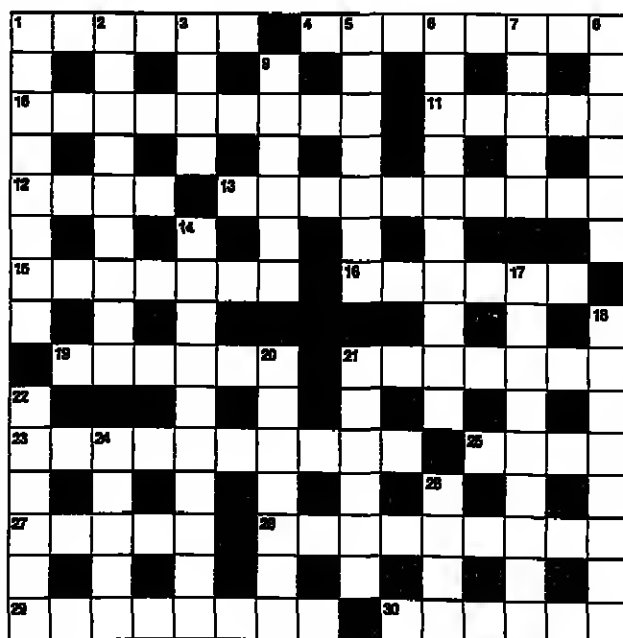
Friday: US gross domestic product growth is predicted to show an acceleration for the fourth quarter of the year, in particular reflecting strong consumer spending.

ACROSS

- 1 A Latin fellow's recess (6)
- 4 Contented curly hair could be enchanting (5)
- 10 At odds with fit and frisky friend (9)
- 11 The state is a subject for debate (5)
- 12 Overcharge a black tier (4)
- 13 These days a government official's in control (10)
- 15 The pirate company's grabbing the right music (7)
- 16 A man hauling a boat? (6)
- 19 A dealer seen in spring maybe and summer certainly (6)
- 21 Blow up in the home by some points (17)
- 23 Issue raised by an American prospector (10)
- 25 Smooth life-style (4)
- 27 Time taken by conservationists' representative (5)
- 28 Bond's people finding themselves in a welcome situation (9)
- 29 Increased by five hundred after general reorganisation (6)
- 30 Look sly about the craft that's not so great (6)

DOWN

- 1 Soundness of article about clerical employment (8)
- 2 Study before race meeting (9)
- 3 One getting into the front rank will naturally be proud (4)
- 5 Accommodation for workers - a self-build project (3-4)
- 6 Arranging discharge, felt no gift called for (7-3)
- 7 Heavy rest at the top (5)
- 8 Writing up, listeners make damning comments (6)
- 9 Colour, showing less sense (6)
- 14 The cars men use in city (10)
- 17 At one time a colliers' union would have inspectors (9)
- 18 He doesn't like taking animals without a checkup (6)
- 20 Desert folk struggle to make progress (3-4)
- 21 Cut in about a note on foreign money (6)
- 22 Capers about, causing trouble (6)
- 24 Sheep pounds in Surrey (5)
- 26 Only a part of some recent investigations (4)



MONDAY PRIZE CROSSWORD

No.8,667 Set by VIXEN

A prize of a Pelikan New Classic 360 fountain pen for the first correct solution spotted and five runner-up prizes of £20 Pelikan vouchers will be awarded. Solutions by Thursday February 2, marked Monday Crossword 8,667 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 9UL. Solution on Monday February 6.

Name _____
Address _____

Winners 8,655

Angela Zemattis, Rochester, Kent
R.J.R. Budden, Droltwich, Wotres
R. Crawford, Chipping, Lancs
D. Grace, Sidcup, Kent
N.A. Nicolle, St Helier, Jersey
S.J. Woolley, Rivenhall, Essex

Solution 8,655

PARTY POLITICAL
A U R O R A
I N T E R O P E R A T I O N A L
E R A P O N E F
S T A U N C H H E C K L E R
T K E R
A S H E N H E S T I O N E
A E I U O E F
A M O U N C E R R U I E
C R C G R
G O U R N A T H A R B O U R
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